**Construction (Design and Management) Regulations 2015**

**Client Project Health and Safety Management Plan**

**for**

**The Design, Planning, Procurement and Execution**

**of**

**<Insert Project Name>**

**Note:**

**This CDM 2015 Client Project Health and Safety Management Plan is an example of what can be used for major, complex or high risk projects. This note along with the guidance highlighted in yellow should be deleted as the document is drafted and prior to it being issued.**

Contents

[1. Introduction 3](#_Toc451763525)

[2. Using the Plan 3](#_Toc451763526)

[3. Project Health and Safety Goals and Objectives 3](#_Toc451763527)

[4. Project Specifics 4](#_Toc451763528)

[4.1 Project Team 4](#_Toc451763529)

[4.2 Roles and Responsibilities under CDM and other H&S Legislation 5](#_Toc451763530)

[5. Project Tools, Procedures & Guidance 6](#_Toc451763531)

[6. Communication and Co-ordination 8](#_Toc451763532)

[7. Managing Design Change 8](#_Toc451763533)

[8. Measuring and Reviewing Health and Safety Performance 9](#_Toc451763534)

[9. Welfare Facilities 9](#_Toc451763535)

[Appendix 1 - Project Team Declaration 11](#_Toc451763536)

[Appendix 2/1 - CDM Client Checklist 12](#_Toc451763537)

[Appendix 2/2 - Principal Designer Checklist 14](#_Toc451763538)

[Appendix 2/3 - Concept Designers Checklist 16](#_Toc451763539)

[Appendix 2/4 - Detailed Designers Checklist 17](#_Toc451763540)

[Appendix 2/5 - Quantity Surveyor Checklist 18](#_Toc451763541)

[Appendix 3 - Project Feedback Form 19](#_Toc451763542)

[Appendix 4 - Achievement of the Project Health and Safety Goals 20](#_Toc451763543)

##

## Introduction

Regulations 4 and 5 of the Construction (Design and Management) Regulations 2015 require that the client ensures that arrangements regarding the management of health and safety are maintained throughout the procurement and execution of a project.

This document is the Health and Safety Management Plan for the design, planning, procurement and execution of the <insert project name> project. It sets out the client’s goals, its organisation and managing arrangements and its procedures for achieving these objectives.

Ownership of this document rests with the client whose policy is to foster a positive health and safety culture by providing active health and safety leadership and encouragement to all members of the project team.

Signed (for client) ……………………………………………

<Insert Name>

## 2. Using the Plan

The Health and Safety Management Plan for this project has been developed in accordance with the requirements of the Construction (Design & Management) Regulations 2015.

The Plan describes the arrangements that are in place for the project to promote adequate communication and co-ordination of health and safety across the project team.

The Plan highlights the client’s health and safety goals for the scheme, the roles and responsibilities of the project team, the management arrangements to be implemented and the criteria for ensuring good communication and co-ordination. It also sets out the means by which these arrangements will be monitored and reviewed.

Each member of the project team is expected to sign up to this Plan and achieve the goals set for them – see Section 3 and Appendix 4.

To help all parties understand the requirements on them, checklists setting out the requirements of each party at the various stages of the project have been prepared – see Appendices 2/1 to 2/5. Each project team member will be required to sign off these requirements once they have been achieved.

Feedback forms to measure the effectiveness of the procedures and the achievement of the goals are also included as Appendices 3 and 4.

The principal designer appointed by the client for this project will manage this Plan on behalf of the client.

## 3. Project Health and Safety Goals and Objectives

During all stages of the project the client places great importance on high standards of health, safety and welfare. The client’s ultimate health and safety objectives are:

* To ensure that adequate consideration is given to the welfare of all those affected by the construction of the project such that their health and safety is not put at significant risk.
* To ensure that all its properties can be managed, cleaned, maintained and used in a manner that also does not put the health and safety of those involved at significant risk.

**Goals**

The client will strive to attain various health and safety goals on this project to ensure that their ultimate objectives are met. These goals are to:

* + Establish and maintain health and safety management control
	+ Promote adequate communication and co-operation across the project team
	+ Use only organisations that have the necessary skills, knowledge, experience and organisational capability and are adequately resourced
	+ Provide adequate resources including time
	+ Be aware of external factors which could affect health and safety
	+ To manage change safely
	+ To maintain a team that considers health and safety at every stage of the procurement process.

The arrangements that this Health and Safety Management Plan put into place are there to promote adequate communication and co-ordination of health and safety information throughout the life of the project. This applies both to the communication and co-ordination of information within the project team and also in relation to any third parties involved or affected by the works.

## 4. Project Specifics

<Insert a paragraph on the specific requirements for the project. Include:

* + The main function and operational requirements of the finished project
	+ Form of contract - Traditional, Design and Build, etc.
	+ Use of concept designers,
	+ High level procurement programme highlighting critical CDM requirements, etc.>

## Project Team

The project team consists of the following parties:

|  |  |  |
| --- | --- | --- |
| **Company Name** | **Represented by** | **Role** |
| <Insert> | <Insert> | CDM client |
|  |  | Principal designer |
|  |  | Lead architect |
|  |  | Building services engineer / designer |
|  |  | Structural engineer / designer |
| Others (include concept designers) |  | <Insert> |

## Roles and Responsibilities under CDM and other H&S Legislation

The client has established a strong health and safety management structure to deliver its health and safety goals. In addition, the designers, consultants, principal designer, principal contractor and the various contractors involved each have statutory duties under health and safety law.

**The Client**

The client is represented by <insert> as Project Sponsor/Client Project Manager who has overall authority on the design, planning, procurement and construction client project manager phases of the project. He has appointed <insert> as Project Manager together with an integrated team of competent organisations to assist the client in achieving its goals.

<Insert client name> is the client for the project and therefore has a responsibility as 'client' under CDM. Under CDM, the main responsibilities include ensuring:

* Suitable arrangements for managing a project are made and maintained (management arrangements).This includes making sure:
	+ Other dutyholders are appointed; (principal designer and principal contractor where there is more than one contractor)
	+ Sufficient time and resources are allocated
* Those that it appoints have the necessary skills, knowledge, experience and organisational capability
* Relevant information is prepared and provided to other dutyholders; (Pre-construction Information)
* The relevant enforcing authority is notified, where necessary; (F10 Notification)
* A Construction Phase Plan is prepared
* Welfare facilities are provided.

Where the project has more than one contractor, or if it is reasonably foreseeable that more than one contractor will be working on a project at any time, the client must also:

* Appoint a principal designer and principal contractor
* Take reasonable steps to ensure that the principal designer and principal contractor carry out their duties
* Ensure a Health and Safety File is prepared.

The principal designer should be appointed as early as possible in the design process, if practicable at the concept stage.

The principal contractor should be appointed early enough in the pre-construction phase to help the client meet their duty to ensure a Construction Phase Plan is drawn up before the construction phase starts.

In addition, the client has a statutory duty to comply with other health and safety legislation that is applicable to their role and the work they are undertaking.

**Principal Designer**

In addition to his statutory duties under CDM 2015, the Principal Designer will:

* Undertake competence and resource assessments of potential Principal contractors to check they have necessary skills, knowledge, experience and organisational capability
* Review the principal contractor’s Construction Phase Plan for compliance with CDM 2015 Regulation 12
* Undertake site reviews during the construction phase;
* Undertake competence and resource assessments of the project team, where required to check they have necessary skills, knowledge, experience and organisational capability
* Set up and manage the Project Health and Safety Management Plan on behalf of the client.

**Principal Contractor**

The duties on the principal contractor are as defined in CDM 2015. In addition, the principal contractor has a statutory duty to comply with other health and safety legislation that is applicable to the work he is undertaking.

Where the principal contractor carries out design during the construction phase he will need to assess the health and safety implications of any decisions he makes (e.g. the setting of programme timescales and deadlines) and advise the principal designer of any significant health and safety risks associated with these decisions.

**Designers**

Under CDM 2015, the term 'designer' has a very broad meaning and includes architects, engineers, and project quantity surveyors when they specify materials and contractors when they carry out design.

All designers on the project have to comply with their duties under CDM 2015. In addition, all designers have a statutory duty to comply with other health and safety legislation applicable to their role and the work they are undertaking.

**All Parties**

Notwithstanding the above, all parties have a duty to immediately highlight and make known any unsafe acts or practices that they identify on the project. These should be reported immediately to the principal contractor / contractor in charge and the Project Manager, if deemed necessary.

## 5. Project Tools, Procedures & Guidance

A series of tools, procedures and guidance documents will be used by the project team to communicate and co-ordinate health and safety information throughout the life of the project. These documents and tools are described below:

**Guidance on the Safe Survey of Premises**

This document offers guidance on the safe execution of surveys. All surveys will be co-ordinated by the Project Manager such that relevant information is transferred between parties and the survey properly planned and programmed.

**Outline of the Requirements of the Workplace (Health, Safety and Welfare) Regulations**

This document offers guidance on the various aspects of workplaces that need to be considered by designers under the Regulations.

**The Project CDM Log**

The Project CDM Log will be used record any health and safety issues that may arise during conversations, from drawings or mentioned in meetings. These can be far-reaching and not just design related issues. The aim of the Project CDM Log will be to provide a starting point for health and safety discussions and ultimately improvements in the design and the health and safety management of the scheme. Its use will facilitate the circulation of information around the project team and record their responses. Its use should not replace attendance at meetings, dialogue with designers or interrogation of designs. It also enables the client to readily identify any issues that have been raised. Responses to the issues raised on the Log will be required from the team.

The Project CDM Log will be co-ordinated and managed by the principal designer. However, ownership of the issues identified on the Log rests with the project team, which includes the client, the designers, the principal contractor and other consultants. It is expected that through design and project development the issues highlighted can be resolved and the resultant risk either avoided or reduced to a level that is acceptable.

**Project CDM Pre-construction Information / Survey Schedule**

The Project CDM Pre-construction Information / Survey Schedule will be used to log specific pre-construction information typically documents and surveys which have been obtained by the principal designer and wider project team. It is also used to record what additional information is required during the design phase or early in the construction programme.

The Schedule will be used early in the design and planning phase and feed into the Pre-construction Information Document.

**Pre-construction Information Document**

The Pre-construction Information Document will be produced by the principal designer and issued with the tender documents. It may be updated and reissued at a later date as the design progresses, surveys are procured and further information comes to light.

**Health and Safety File**

<Insert arrangements for compiling and preparation of the Health and Safety File including:

* The format of the Health and Safety File or of the Building Manual (incorporating the Health and Safety file)
* Responsibility for preparing
* When and by whom information is to be provided
* Any review procedures
* The number of copies required and their medium
* To whom the file is to be delivered>

**Site Safety Inspections**

The principal designer will undertake regular site safety inspections of the construction site to examine the written arrangements on site and also the activities being undertaken.

## 6. Communication and Co-ordination

The client recognises that the key to the success of any project is good communication and co-ordination. At the heart of good communication and co-ordination is the fostering of a positive health and safety culture, which empowers the team to consider health and safety at every stage of the project. The client will work towards fostering this positive culture.

Design team, project team and client meetings will always include an agenda item specifically to review health and safety issues. These meetings together with the Project CDM Log, the Project CDM Pre-construction Information and Survey Schedule and the Pre-construction Information Document will form the main communication tools between the project team members.

In addition, completion of the checklists in the appendices to this Plan will be used to monitor that health and safety information has been communicated and co-ordinated to an adequate degree.

## 7. Managing Design Change

Any health and safety implications of design changes will be picked-up using the Project CDM Log and Design Risk Registers / Assessments.

Those design changes that take place post RIBA Stage 3 may be more difficult to track. The project manager will implement design change control forms and client change control forms as a means of tracking these changes. Each form will contain a 'Health and Safety Implications' section which the relevant designer will complete. The principal designer will inform the principal contractor, project team members and/or relevant third parties of any changes that have potential health and safety implications.

Any significant issues resulting from the design change or client change control forms will be highlighted on the Project CDM Log for further discussion and closure.

## 8. Measuring and Reviewing Health and Safety Performance

Procedures which will be used to measure and review the health and safety performance of the project team on the project are described below.

**Using the Health and Safety Management Plan Checklists**

The Checklists found in Appendices 3/1 to 3/5 will be used throughout the duration of the project to record the various milestones and activities of the project team. The principal designer will manage this process on the client’s behalf.

**Obtaining Feedback from the Project Team**

The project manager will obtain regular feedback from the project team using the questionnaire in Appendix 3.

**Achieving the Goals**

Appendix 4 contains a checklist which will be used by the project manager during and at the end of the project to determine whether the health and safety goals set out in Section 3 are being met.

**Ongoing Reports to the Client**

The principal designer will report regularly to the Project Manager as the project progresses on the:

* Signing off of activities on the checklists – Appendix 2.
* Significant health and safety issues arising and the steps being taken to eliminate them or provide adequate controls.

It is expected that the principal contractor will also provide monthly health and safety reports to the project manager.

**Site Safety Inspections**

The principal designer will undertake regular site reviews on behalf of the client. A report will be issued to the client and the principal contractor following each inspection.

## 9. Welfare Facilities

The principal contractor will be responsible for providing suitable and sufficient welfare throughout the construction period.

The principal designer will check that the principal contractor has made suitable provision for welfare facilities from the start of construction including any enabling works:

* As part of review the principal contractor’s Construction Phase Plan
* At site safety inspections during the construction phase.

**Health and Safety Management Plan Appendices**

**Contents**

|  |  |
| --- | --- |
| Appendix 1 | Project Team Declaration |
| Appendix 2/1 | The Client Checklist  |
| Appendix 2/2 | Principal Designer Checklist |
| Appendix 2/3 | Concept Designers Checklist (if relevant to Project) |
| Appendix 2/4 | Detailed Designers Checklist |
| Appendix 2/5 | Quantity Surveyor Checklist |
| Appendix 3 | Project Feedback Forms |
| Appendix 4 | Achievement of the Project Health and Safety Goals |

## Appendix 1 - Project Team Declaration

'We declare that we have read and understood the requirements of this Health and Safety Management Plan and that, so far as is reasonably practicable, we will aim to achieve the Project's Health and Safety Goals described within'

|  |  |  |
| --- | --- | --- |
| **Company** | **Signature****of Representative** | **Print Name** |
| The Client | ……………………………… | ……………………………….. |
| <Principal Designer> | ……………………………… | ……………………………….. |
| <Lead Architect> | ……………………………… | ……………………………….. |
| <Structural Engineer / Designer> | ……………………………… | ……………………………….. |
| <Building Services Engineer / Designer> | ……………………………… | ……………………………….. |
| <Quantity Surveyor> | ……………………………… | ……………………………….. |
| <Others> | ……………………………… | ……………………………….. |

## Appendix 2/1 - CDM Client Checklist

**<Insert Company Name>**

| **No.** | **Action Required** | **Action Confirmed****(Signature)** |
| --- | --- | --- |
|  | Assess principal designer for necessary skills, knowledge, experience and organisational capability and appoint |  |
|  | Assess designers for necessary skills, knowledge, experience and organisational capability and appoint |  |
|  | Provide information on the existing environment to the principal designer |  |
|  | Include all key CDM milestones in the project programme |  |
|  | Agree the Health and Safety Management Plan for the project with the principal designer and launch with the project team |  |
|  | Notify the relevant enforcing authority where necessary (F10 Notification) |  |
|  | Provide all available information on the site to the principal designer |  |
|  | Order surveys to reveal hazards if information is not already available |  |
|  | Appoint a survey coordinator if relevant |  |
|  | Agree Health and Safety File or Building Manual (incorporating the Health and Safety File) format and arrangements for compiling and preparing with the principal designer |  |
|  | Receive pre-construction information from the principal designer for insertion in the principal contractor tender documents |  |
|  | Assess preferred tenderers for necessary skills, knowledge, experience and organisational capability as the potential principal contractor |  |
|  | Appoint principal contractor |  |
|  | Provide additional notification to the relevant enforcing authority where necessary (F10 Notification) |  |
|  | Confirm adequacy of the principal contractor's initial Construction Phase Plan including arrangements for provision of welfare on site prior to giving permission to start on site |  |
|  | Instruct principal contractor to commence work on site |  |
|  | Agree a site review regime with the principal designer |  |
|  | Agree a timetable with the principal designer and principal contractor for delivery of the Health and Safety File or Building Manual (incorporating the Health and Safety File) |  |
|  | Receive Health and Safety File or Building Manual (incorporating the Health and Safety File info) from the principal designer / principal contractor |  |
|  | Make the Health and Safety File or Building Manual (incorporating the Health and Safety File) available |  |
|  | Assess the performance of the principal contractor for update of contractor database |  |
|  | Assess the project against the health and safety goals laid down in the Health and Safety Management Plan |  |

## Appendix 2/2 - Principal Designer Checklist

**<Insert Company Name>**

|  |  |  |
| --- | --- | --- |
| **No.** Ref | **Action required** | **Action Confirmed (signature)** |
| 1 | Inform client of his duties |  |
| 2 | Obtain designer’s details from project team |  |
|  | Where requested by the client, notify relevant enforcing authority |  |
| 4 | Discuss health and safety management arrangements with client and prepare document for implementation by project team |  |
| 5 | Discuss minimum time to be allowed for contractor to plan for health and safety with project team and see that agreed time is included in project programme |  |
| 6 | Obtain details of existing Health and Safety File from client (if any) |  |
| 7 | Agree format of Health and Safety File or Building Manual (incorporating the Health and Safety File) with client |  |
| 8 | Confirm arrangements for preparing the Health and Safety File or Building Manual (incorporating the Health and Safety File) and ensure this requirement is included in the contract preliminaries by the project quantity surveyor. |  |
| 9 | Advise client on skills, knowledge, experience, organisational capability and resources of designers as necessary |  |
| 10 | Obtain relevant health and safety information from client |  |
| 11 | Visit site |  |
| 12 | Advise client of additional information required following consultation with the project team |  |
| 13 | Obtain information on adjoining sites (if any) |  |
| 14 | Issue pre-construction information to project team |  |
| 15 | Prepare Project CDM Log and issue to project team |  |
| 16 | Co-ordinate health and safety measures of design process. |  |
| 17 | Obtain information from designers for inclusion in the pre-construction information for the tender documents |  |
| 18 | Prepare pre-construction information for contractors |  |
| 19 | Issue pre-construction information to project quantity surveyor and discuss key issues to confirm consistency with other tender documents |  |
| 20 | Test skills, knowledge, experience and organisational capability of tenderers and advise client of results |  |
| 21 | Attend tender interviews if requested |  |
| 22 | Test resource ofpreferred contractor and advise client |  |
| 23 | Where requested by the client, notify relevant enforcing authority of appointment of principal contractor project  |  |
| 24 | Discuss requirements for the initial Construction Phase Plan with the principal contractor |  |
| 25 | Assess compliance of principal contractor’s initial Construction Phase Plan |  |
| 26 | Advise client in writing of the compliance of the principal contractor’s initial Construction Phase Plan |  |
| 27 | Discuss pre-construction information with principal contractor and make him aware that he must pass relevant sections to his designers and contractors. |  |
| 28 | Agree co-ordination of health and safety measures of design for permanent and temporary works with the principal contractor |  |
| 32 | Co-ordinate health and safety measures of design for permanent and temporary works |  |
| 30 | Discuss requirements for principal contractor to obtain information from his contractors and suppliers for the Health and Safety File or Building Manual (incorporating the Health and Safety File) and agree arrangements for compiling and preparing |  |
| 31 | Obtain information from designers for Health and Safety File or Building Manual (incorporating the Health and Safety File) |  |
| 32 | Review draft documentation received from principal contractor and obtain additional information as required |  |
| 33 | Prepare the Health and Safety File or Building Manual (incorporating the Health and Safety File) |  |
| 34 | If requirement is for a Building Manual (incorporating the Health and Safety File), ensure principal contractor obtains confirmation of consultants’ review of technical content |  |
| 35 | Pass Health and Safety File or Building Manual (incorporating the Health and Safety File) to client |  |

## Appendix 2/3 - Concept Designers Checklist

**<Insert Company Name>**

| **No.** | **Action Required** | **Action Confirmed****(Signature)** |
| --- | --- | --- |
|  | Agree and sign up to the requirements of the Health and Safety Management Plan with the Project Manager |  |
|  | At the end of RIBA Stage 2 (Concept Design Stage) and prior to handover to the detailed design team, review your health and safety information for this project and issue to the principal designer This should include:* Information on any hazards relating to the condition of the existing premises/structures on the site
* Information on any key design assumptions made relating to health and safety (during demolition, construction, commissioning, future maintenance, cleaning and occupation)
* Information on any significant residual risks relating to the design of the project (during demolition, construction, commissioning, future maintenance, cleaning and occupation)

**NB:** This is a statutory duty under CDM 2015. |  |
|  | At the end of RIBA Stage 2, ensure that all your Stage 2 issues in the Project CDM Log have been closed out and appropriate comments made |  |
|  | Complete the RIBA Stage 2 project feedback form and return to the principal designer |  |

## Appendix 2/4 - Detailed Designers Checklist

**<Insert Company Name>**

| **No.** | **Action Required** | **Action Confirmed****(Signature)** |
| --- | --- | --- |
|  | At the end of RIBA Stage 3, review your health and safety information for this Project and issue to the principal designer. This should include:* Information on any hazards relating to the condition of the existing premises/structures on the site
* Information on any key design assumptions made relating to health and safety (during demolition, construction, commissioning, future maintenance, cleaning and occupation).
* Information on any significant residual risks relating to the design of the project (during demolition, construction, commissioning, future maintenance, cleaning and occupation)

**NB:** This is a statutory duty under CDM 2015 |  |
|  | At the end of RIBA Stage 3, ensure that all your Stage 3 issues in the Project CDM Log have been closed out and appropriate comments made |  |
|  | Complete the RIBA Stage 3 project feedback form and return to the principal designer |  |
|  | Agree with the principal contractor and the principal designer the arrangements for reviewing hazards and information resulting from designs carried out post RIBA Stage 3 |  |
|  | Provide information for inclusion in the Building Manual (incorporating the Health and Safety File) in accordance with the client’s requirements |  |
|  | At the end of the project complete the project feedback form and return to the principal designer |  |

## Appendix 2/5 - Quantity Surveyor Checklist

**<Insert Company Name>**

| **No.** | **Action Required** | **Action Confirmed****(Signature)** |
| --- | --- | --- |
|  | Advise the principal designer of any 'design' related decisions the quantity surveyor is to make on the project (i.e. material specification) |  |
|  | At the end of RIBA Stage 2, ensure that all your Stage 2 issues in the Project CDM Log have been closed out and appropriate comments made |  |
|  | Agree with the principal designer and the project manager the health and safety content of the principal contractor tender documents |  |
|  | Provide the principal designer with health and safety sections of the tender returns for review |  |
|  | At the end of RIBA Stage 3, ensure that all your Stage 3 issues in the Project CDM Log have been closed out and appropriate comments made |  |
|  | Agree with the principal designer and the Project Manager the method for capturing and reporting any health and safety implications resulting from design or client changes on the change forms |  |
|  | At the end of the project complete the project feedback form and return to the principal designer |  |

## Appendix 3 - Project Feedback Form

**<Insert Company Name>**

Please complete the following feedback form and return to the principal designer

|  |  |  |
| --- | --- | --- |
| **No.** | **Question** | **Yes / No** |
|  | Were the Health and Safety Management Plan, the Project Goals and other project documents clearly explained so that you understood the requirements on you? | Yes / No |
|  | Do you think health and safety information has been adequately communicated on this project so far? | Yes / No |
|  | Do you think health and safety information has been adequately co-ordinated on this project so far? | Yes / No |
|  | Do you think that health and safety has been considered at every stage in the project so far? | Yes / No |
|  | Has the Project CDM Log been a useful tool? | Yes / No |
|  | Do you feel your design / involvement in the project has benefited from the systems and procedures in place? | Yes / No |
|  | Do you feel the project has been given sufficient time and resources to enable the team to fulfil their duties? | Yes / No |
|  | Do you feel that sufficient time and resources have been allocated for the future work to enable the team to fulfil their duties?  | Yes / No |
|  | If you have answered *'No'* to any of the above, please explain how procedures could be improved? |

## Appendix 4 - Achievement of the Project Health and Safety Goals

The following questionnaire is to be completed by the client’s Project Manager and the principal designer on completion of the project.

A score of 0-5 should be given against each Goal. A score of 5 indicated full achievement of the goal. A score of 0 indicates a total lack of achievement.

|  |  |  |
| --- | --- | --- |
| **No.** | **Health and Safety Goal** | **Score** |
|  | To establish and maintain health and safety management control on the project |  |
|  | To promote adequate communication and cooperation on health and safety issues across the team so that it becomes a collaborative effort |  |
|  | To use only organisations engaged on the project that have the necessary skills, knowledge, experience and organisational capability and are adequately resourced  |  |
|  | To provide adequate resources (including time and money) for the design, planning, preparation and construction of the project and for any revisions to the designs or programmes, so that adequate consideration can be given to the health and safety risks to enable the work to be managed in a safe and healthy manner |  |
|  | To be aware of external factors which could affect the health and safety management of the project |  |
|  | To manage change safely |  |
|  | To develop and maintain a project team that considers health and safety in every decision and at every stage of the project |  |