

BSC-P-05.1 Risk Management

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| Revision register | | |
|-------------------|---------|---|
| Date | Version | Description - reason for change |
| 01/05/2015 | 1 | New procedure |
| 13/01/2021 | 2 | General update in line with Group Standards and current legislation. |
| 27/11/2024 | 3 | Significant update to reflect additional BSE Divisional requirements and disbanding of the shared BHC HSMS with BHOC/ StJo. Main amends include: 4.2 New section setting out BSE Div HRR Meeting requirements; 4.3-4.9 Updated to include HRR Meeting requirements and clarify that variations from HSMS required F-01g RtD; 4.10 BSE Div requirement for SSP for new contractors added; 4.12 BSE Div requirement for 2no BSC Managers to review RAMS added; 4.14 New BG requirement to conduct 'PvA Reviews'; 4.15 New BSE Div requirement for Daily Coordination Meetings with Supervisors; 4.16 New BSE Divl requirements for Supervisors to conduct Daily Safe Start Task Briefings; Apdx1 Update with Risk Flowchart; Apdx2 New 16 stages of HRR Meetings added. |

| Item | Details | Reference | Responsibility |
|------|--|------------------------------------|-------------------------|
| 1.0 | Purpose | | |
| 1.1 | <p>This procedure provides information for staff and contractors and sets out the risk management arrangements for Health and Safety within BSC. This is in line with Group Standard BGMS03 Hazard Identification and Risk Management and BGMS04 Safety Critical Risk Management.</p> <p>The requirements within this procedure are the means by which the BSC projects discharges their legal duty under Regulation 3 of the Management of Health and Safety at Work Regulations 1999 and other subordinate legislation.</p> | | |
| 2.0 | Scope | | |
| 2.1 | Applies to all BSC construction site and work activities where BSC are acting in the role of client only or Principal Contractor. Risk management in offices and other areas of the business are dealt with within the relevant procedure. | | |
| 3.0 | Definitions | | |
| 3.1 | <p>Directly managed activities Activities where the Company is viewed as the 'Employer' under health and safety legislation.</p> <p>RAMS Risk assessment and method statement.</p> <p>CAQ Competency Assessment Questionnaire. Document used to establish competence of proposed contractors as part of an effective due diligence process</p> | | |
| 4.0 | Main requirements | | |
| | Risk Register and High Risk Review | | |
| 4.1 | <p>Project Risk Register</p> <p>The Project Risk Register's function is to ensure BSESC project leads are fully aware of current and future safety critical high risk activities associated with the project, so that they can adequately plan to ensure suitable control measures are put in place so works are conducted safely.</p> <ul style="list-style-type: none"> The Project Risk Register will contain the following information for each safety critical risk identified: <ul style="list-style-type: none"> The activity; risk description; timeframe when risk is present; applicable control measures; assigned manager responsible; The Project Risk Register must be reviewed regularly. During the construction phase the Project Manager will ensure that the Register is formally reviewed at least monthly, it focusses on current and upcoming risk within the next three months and the updated Register is issued to all attendees. <p>The process of creating the Project Risk Register commences in the Land department. The Register should be regularly reviewed throughout the lifespan of the project to ensure it continues to highlight the current safety critical risk activities until the freehold of the development is sold.</p> | <p>BSC-F-05e</p> <p>BSC-P-10.1</p> | <p>Department leads</p> |

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| | The heads of each discipline are responsible for the production and formal handover of the live risk register to the following discipline (e.g. pre-production to technical; technical to construction, construction to managing agent). | | |
| 4.2 | <p>High Risk Review Meetings</p> <p>High Risk Review Meetings are the mechanism by which high level strategic risks and activities are reviewed at defined stages of the project (see Appendix 2), to ensure all significant risks to persons (including members of the public) are appropriately managed.</p> <p>This process commences in the Land department and continues at a minimum of 16no stages through the lifespan of the project until the freehold of the development is sold.</p> <p>At each of the 16no stages identified, the HRR Lead identified in Appendix 2 will present the High Risk Review to members of the BSC H+S Governance Team. The Director Responsible for Health and Safety and the Head of Health and Safety (or their nominated deputies) should attend all Risk Review Meetings and only authorise activities to commence once they have satisfied themselves that all significant risks will be appropriately managed. A record of the meeting and agreed actions will be issued to all attendees.</p> | <p>Appendix 2</p> <p>Appendix 2</p> | <p>Department leads</p> <p>DRHS/ Head of H+S</p> |
| 4.3 | <p>Land acquisition</p> <p>The Land Manager responsible for the land acquisition must:</p> <ul style="list-style-type: none"> Complete the Land Purchase Risk Assessment; Prepare a Project Risk Register to record the significant risks that have been identified during the land acquisition phase Regularly review (i.e. monthly) the Project Risk Register until handing it over to planning and development. Ensure that a Project High Risk Review Meeting is held prior to the Black Book being produced been finalised, involving members of the Land, Technical, Construction and Health & Safety teams. | <p>BSC-F-05e</p> <p>BSC-P-10.1</p> <p>Appendix 1</p> | Land Manager |
| 4.4 | <p>Planning phase</p> <p>The lead Planning/ Design Manager/ Architect responsible for the design element of the planning application must:</p> <ul style="list-style-type: none"> Work with the Principal Designer to develop the Project Risk Register (issued by Land Manager) and record the significant risks identified during the planning phase; Involve external appointed consultants/ architects in the development of the Project Risk Register; Regularly review (i.e. monthly) the Project Risk Register until Planning Drawings have been approved and the project is handed over to the Technical Department to progress the detailed design. Arrange a meeting with relevant representatives from the construction, technical and health + safety departments to review the planning drawings before they are finalised/ produced for the Planning submission; Ensure that a Pre-Production/ Technical Handover Project High Risk Review Meeting is held following the granting of planning permission, involving members of the Pre-production, Technical, Construction and Health & Safety teams. | <p>BSC-F-05e</p> <p>BSC-P-10.1</p> <p>Appendix 1</p> | Planning/ Design Manager/ Architect |
| 4.5 | <p>Pre-construction / detailed design phase</p> <p>The Technical Manager must:</p> <ul style="list-style-type: none"> Work with the Principal Designer to develop and update as required the Project Risk Register (issued by Pre-Production Dept) to record the significant risks identified during the pre-construction/ design phase of the project; Ensure that where external consultants/ engineers are employed that they are also involved in the development of the project risk register; Ensure that the Project Risk Register is cascaded and communicated to the design/ construction team including consultants and contractors undertaking surveys. Where it is not possible to issue this as a live document (i.e. make it accessible to all via Sharepoint), it will be issued to all members of the design team on a monthly basis; Arrange minuted Pre-Tender Package Reviews with relevant representatives from the commercial, buying, health + safety and estates departments to review the drawings for the following packages before they are finalised/ issued for Tendering purposes: <ul style="list-style-type: none"> Groundworks; Piling. RC Frame/ Superstructure; External envelope; roof; Mechanical/ Electrical; Specialist contractors with Design Liability; Ensure that a Technical/ Construction Handover Project High Risk Review Meeting is held following the granting of planning permission, involving members of the Pre-production, Technical, Construction and Health & Safety teams. | <p>BSC-F-05e</p> <p>BSC-F-10s</p> | Technical Manager/ Principal Designer (Representative) |

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| 4.6 | <p>Construction phase</p> <p>The Project Manager must ensure that:</p> <ul style="list-style-type: none"> The Project Risk Register (issued by Technical Manager) is kept up to date during the construction phase and until project completion, this must include Health and Safety impacts of any significance; <ul style="list-style-type: none"> The Register should be formally reviewed at least monthly with a member of the Health and Safety department and any other relevant managers/ supervisors, with the focus on current and upcoming risk within the next three months; Every activity presenting a risk of serious injury to members of the public should be considered a high risk and included on the Register; An updated version of the Project Risk Register is issued to all relevant parties; All required control measures within the Project Risk Register are implemented and monitored; A Pre-Commencement High Risk Review meeting is held with the Director Responsible for Health and Safety and Head of Health and Safety and other attendees (as stipulated in Appendix 2) to demonstrate CDM Schedule 2 and Berkeley Group HS+W Construction Standard compliant Principal Contractor arrangements are in place before any works commence on project; A High Risk Review Meeting is held (at stages 5-15 as detailed in Appendix 2) with each appointed Trade Contractor so that the Director Responsible for Health and Safety and the Head of Health and Safety can satisfy themselves that all significant risks will be appropriately managed before they authorise activities to commence. RAMS are produced reviewed by BSC Management for all work tasks on the project; BSC Managers and contractor supervisors conduct formal 'Planned v Actual Review' of each set of RAMS (including an on-site assessment) at least 3 times per year, in line with the Berkeley Group-wide Safety Stand down requirements; Daily Co-ordination Meetings take place. BSC managers/Contractor supervisors to attend; Contractor supervisors conduct Daily Safe Start Task Briefings with their operatives to verify that all existing and new works areas have been reviewed against RAMS and confirmed as safe before any operative is put to work; If any deviations from the Health and Safety Management System are proposed during the procurement or construction processes, these are identified and approved by the Director responsible for Health and Safety and Head of Health and Safety through the BSC-F-01g Request to Deviate process prior to inclusion within the package scope of works; Inspections and audits are undertaken by the construction team and consultants (where required) to ensure compliance with contractor RAMS and temporary works design. | <p>BSC-F-05e</p> <p>Appendix 2</p> <p>Appendix 2</p> <p>BSC-F-05b</p> <p>BSC-F-05bi</p> <p>BC-F-01g</p> | <p>Project Manager</p> <p>Project Manager</p> <p>Project Manager/ Contractor</p> <p>Site Managers</p> <p>Site Managers</p> <p>Project Manager</p> <p>Contractor Supervisors</p> <p>Project Manager</p> <p>Site Managers</p> |
| 4.7 | <p>Due diligence</p> <p>Commercial department</p> <p>The commercial department must ensure that:</p> <ul style="list-style-type: none"> On each project a Scope of Works is produced for each package to be let with input from the Project Manager, Technical Manager and Health + Safety department. The scope of works for each tendered package includes: <ul style="list-style-type: none"> All trade specific safety requirements detailed within the Health and Safety Management System; All site specific safety requirements identified during the scoping exercise; Pre-Construction Information relevant to the package; Finalised Tender drawings issued by the Technical department; If any deviations from the Health and Safety Management System are proposed during the procurement/ tendering process, these are identified and approved by the Director responsible for Health and Safety and Head of Health and Safety through the BSC-F-01g Request to Deviate process prior to inclusion within the package scope of works; Health and safety is appropriately considered so that appointed contractors are competent, suitable, demonstrate the required leadership and are appointed in compliance with the Stage 1 and Stage 2 Call-Off processes; For packages containing the following high risk activities, a high level review of the Stage 2 Due Diligence process is carried out and the Tender Recommendation is signed off by the Managing Director, Director responsible for Health and Safety and Head of H+S: <ul style="list-style-type: none"> Demolition; Underpinning; Groundworks; Piling. RC Frame/ Superstructure; Timber-frame construction; Cladding to multi-storey apartments of 5 storeys or more; Significant work within 2m of the boundary; Works adjacent to significant infrastructure (i.e. railway) At the end of each high or medium risk package, a Contract Review Meeting is arranged to identify lessons learnt, best practise ideas, improvement areas, etc. that may be implemented throughout the organisation on future phases/ projects. As a minimum this should be attended by the Construction Lead, Technical Lead and Health and Safety Manager, and meeting minutes/ actions be circulated to all Heads of Department. | <p>BSC-P-06.1</p> <p>BSC-F-10.1</p> <p>BSC-F-01g</p> <p>BSC-F-10.1</p> | <p>Commercial department</p> <p>Commercial Lead</p> <p>Commercial Lead</p> |

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| 4.8 | <p>Procurement department</p> <p>The Procurement department must ensure that:</p> <ul style="list-style-type: none"> Materials, plant or equipment are procured with due consideration given to health and safety and that the correct type is selected, with regards to storage, handling, use, installation and maintenance requirements; Where required, they make reference to BSC procedures; Suppliers are carefully selected and are made aware of BSC health and safety requirements before delivering products to site. Materials suppliers who conduct design (i.e. truss manufacturers) have submitted a CAQ for review, completing the Design Assessment, as part of BQA process, before an order is placed with them. | | Procurement department |
| 4.9 | <p>Health and Safety department</p> <p>The health and safety department must:</p> <ul style="list-style-type: none"> Assist in the Due Diligence review of each proposed contractor's CAQ submission prior to a Tender Recommendation being raised for a trade package; Make arrangements to attend (where practicable) the health and safety launch/ pre-start and all Risk Review Meetings and support the business in identifying issues and agreeing appropriate risk mitigation measures. Agree and deliver a programme of on-site support in balance with the level and complexity of health and safety risk throughout the life of the project. | | Health and Safety Department |
| Construction Risk Management | | | |
| 4.10 | <p>Safety Support Plan</p> <p>A Safety Support Plan shall be produced at the beginning of each contract for any contractors that have not previously worked for BSC or have not worked for BSC for a period of over 12 months.</p> <p>The support plan should be produced by the Project Manager/ H+S Manager in conjunction with the contractor involved and identify agreed actions that will be taken to ensure the contract commences at the standards expected and there is a full understanding of what is required.</p> <p>Possible support initiatives could include commitments to conduct the following:</p> <ul style="list-style-type: none"> Joint Health and Safety Inspections Senior Manager Joint Health and Safety Inspections Project Health and Safety review meetings Contractor Health and Safety inspection (sharing findings) Berkeley Health and Safety Inspections (sharing findings) Safe-Start meetings (attendance at) <p>The support plan should normally only cover the initial stages of the contract to ensure a satisfactory commencement. It should be reviewed at least monthly while it is in place. The project manager, in consultation with the H+S department, will decide the duration the support plan will be in place and can extend it if required.</p> | BSC-F-05f | H+S Dept/ Project Manager |
| 4.11 | <p>Risk assessment and method statement (production)</p> <p>RAMS must be produced for all work activities taking place on or in conjunction with BSC construction activity. Where a significant health and safety risk is identified, control measures must be put in place to eliminate or reduce the risks to as low as is reasonably practicable.</p> <p>Appointed contractors will submit RAMS for review in line with BSC requirements which require both the RAMS author and senior member of the contractor's organisation to sign a declaration to confirm they have reviewed and deemed the RAMS suitably developed. Wherever possible, RAMS will be submitted to the relevant Berkeley Manager at least fourteen days before their work begins.</p> <p>Where Berkeley has direct responsibility for the works, RAMS must be developed by the manager responsible in consultation with the Health and Safety department.</p> | Appendix 3 BSC-F-05a | Project Manager |
| 4.12 | <p>Risk assessment and method statement (review)</p> <p>The contractor's method statement must be reviewed and signed by two competent BSC Managers to make sure they reflect the works being carried out before any work activity is authorised to commence. Where the activity involves temporary works, lifting operations or specific high risk works beyond the experience of the site management team, the appointed BSC Principal Contractors Temporary Work Coordinator, Lifting Operations Manager or Health + Safety Manager should be one of those individuals.</p> | BSC-F-05b | Project Manager/ Contractor |

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| | <p>For ongoing works, the RAMS will be reviewed every three months or following a significant change. The BSC-F-05g Risk Document tracker should be used to monitor the RAMS review dates.</p> <p>For minor deviations from existing RAMS, a point of work risk assessment must be carried out by the contractor's supervisor in conjunction with a Berkeley Manager.</p> | <p>BSC-F-05g</p> <p>BSC-F-05d</p> | |
| 4.13 | <p>Risk assessment and method statement (communication)</p> <p>The control measures identified in the RAMS must be communicated to everyone involved before they undertake the work activity. A record of the RAMS briefing will be retained on file.</p> | Contractor signing sheet or BSC-F-5c | Project Manager/ Contractor |
| 4.14 | <p>Planned v's Actual Method Statement (RAMS) Reviews</p> <p>In line with the Berkeley Group-wide Safety Stand down requirements, BSC Managers and contractor supervisors shall conduct formal 'Planned v Actual Reviews' of each set of RAMS at least 3 times per year.</p> <p>The purpose of the review is to check that the works are being carried out in line with the agreed plan (RAMS) and to identify any changes to either the plan or the way the works are being carried out. These reviews will be formally recorded and include an on-site assessment of the works to verify the written methodology is being followed.</p> <p>Works should be stopped and re-planned, and updated RAMS or a specific Point of Work Risk Assessment approved if the Manager and/or Supervisor deem it necessary to ensure the works are carried out safely</p> | <p>BSC-F-05bi</p> <p>BSC-F-05d/ BSC-F-05b</p> | <p>Site Manager/ Contractor Supervisor</p> <p>Site Manager/ Contractor Supervisor</p> |
| 4.15 | <p>Daily Co-ordination Meetings</p> <p>The BSC Project Manager will ensure that a Daily Co-ordination Meeting takes place between the contractor supervisors and Berkeley Management to ensure all contractors are aware of daily high risk activities and are working effectively with each other.</p> <p>These meetings must be carried out prior to work commencing (either the afternoon before or in the morning prior to work commencing) and as a minimum, will cover the following key topics:</p> <ul style="list-style-type: none"> • Deliveries + Logistics • High risk + simultaneous operations • Public protection • Crane and Plant operations <p>BSC Managers should provide sufficient information to ensure all attendees are aware of all the work being carried out by all of the contractors.</p> <p>During the briefing the BSC Managers and contractor supervisors should also inform the meeting attendees of works they intend to carry out and the arrangements in place to ensure activities are coordinated effectively.</p> <p>The project's Daily Co-ordination Briefing Board should be populated with areas of work clearly highlighted and key information (e.g. location of exclusion zones, re-routed pedestrian access routes, etc) clearly identified for all Supervisors to see.</p> <p>Once the meeting is complete, a photo of the Briefing Board and a copy of the attendance sheet will be sent out to all supervisors and manager immediately and this acts as the minutes of this meeting and the basis of the Supervisors Daily Safe Start Task Briefing to their operatives, which must take place before they start work each morning.</p> | <p>Briefing Board</p> | <p>Site Manager/ Contractor Supervisor</p> <p>Project Manager</p> <p>Site Manager</p> <p>Contractor Supervisor</p> |
| 4.16 | <p>Daily Safe Start Task Briefings</p> <p>Each supervisor must conduct a 'Safe Start Task Briefing' every day with their operatives to ensure that the key items raised at the Daily Co-ordination Meeting are communicated to all operatives and they are aware of the daily high risk activities taking place on site.</p> <p>The supervisor will also ensure that operatives are effectively briefed on their specific daily tasks and verify that all existing and new works areas have been reviewed against RAMS and confirmed as safe before any operative is put to work.</p> <p>The supervisor must ensure that the attendance sheets for the Daily Safe Start Task Briefings are submitted every week within their Friday Pack submission.</p> | | Contractor Supervisor |

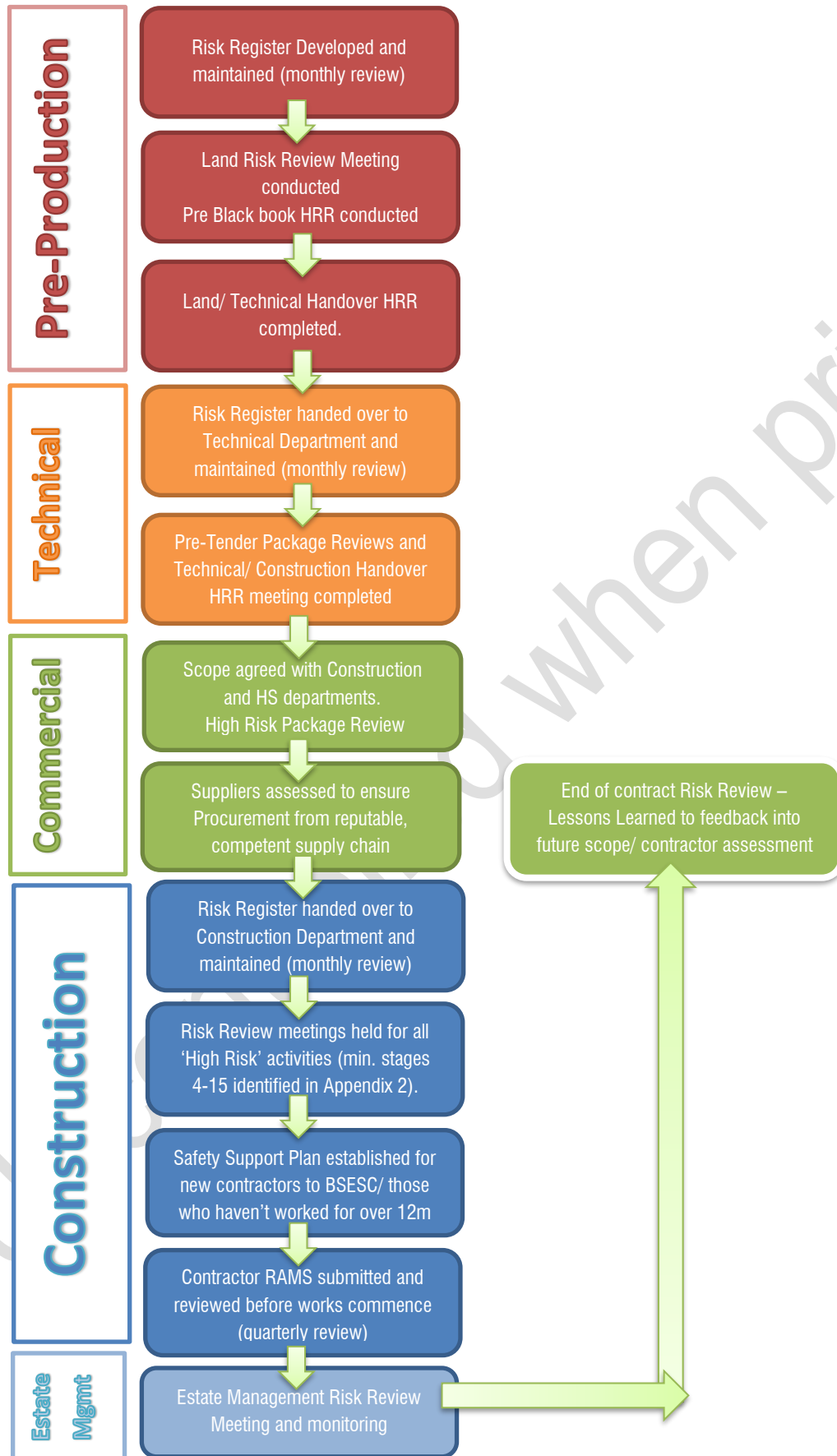
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| 5.0 | Guidance documents and references | | |
| 5.1 | Legislation and Guidance Management of Health and Safety at Work Regulations 1999 | | |
| 5.2 | Berkeley Group Standards BGMS03 Hazard Identification and Risk Management BGMS04 Safety Critical Risk Management. | | |
| 6.0 | Appendices | | |
| 6.1 | Appendix 1 Risk management flowchart for all disciplines | | |
| 6.2 | Appendix 2 High Risk Review Meetings | | |
| 6.3 | Appendix 3 Risk assessment and method statement process | | |

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Appendix 1

Risk Management Flowchart



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Appendix 2 High Risk Review Meeting

| Stage of Development | HRR Lead (presented by) | Required BSSEC attendees | Others to be invited | Comments |
|---|-------------------------|---|--|---|
| 1. Pre-black book | Pre-Production Dept | <ul style="list-style-type: none"> Production Dir Construction Dir Pre-Prod Dir Head of H+S Pre-Prod Lead | | The purpose of this HRR is for the management team to review any potential risks associated with the project prior to purchasing the land. |
| 2. Pre-production to Technical handover | Pre-Production Dept | <ul style="list-style-type: none"> Production Dir Pre-Prod Dir Technical Dir Head of H+S Pre-Prod Lead Technical Manager | <ul style="list-style-type: none"> Construction Dir | The purpose of this HRR is review all of the design risk associated with the project to ensure we fully understand them and have implemented adequate control measures. The meeting should be used as a formal way of passing on the control of the risk during design to the Technical Department. |
| 3. Developed design/ Technical to Construction handover | Technical Department | <ul style="list-style-type: none"> Production Dir Construction Dir Technical Dir Head of H+S Technical Manager Construction Lead Head of Estates | <ul style="list-style-type: none"> Relevant Designers Pre-Prod Dir Pre-Prod Lead H+S Manager | The purpose of this HRR is to ensure the high risk elements of the design have been adequately thought through and appropriate elimination / . mitigation of risk has been allowed for. |
| 4. Pre site start including Welfare review / Any changes to welfare that reduced capacity by >10% | Construction Lead | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S Construction Lead Technical Lead Commercial Lead H+S Manager | | The Production team should present the project and how it is going to be constructed throughout the build. All high risks should be discussed and strategic control measures evaluated including Logistics, Lifting and Work at height strategies NB/ Any reliance on Portable toilets also needs to be reviewed and agreed as part of welfare review. |
| 5. Enabling/ Remediation/ Groundworks + substructures | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 6. Piling | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 7. Demolition/ Refurbishment/ Asbestos Removal | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 8. Tower Crane erection | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 9. Scaffolding | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 10. Hoist/ Mastclimber/ BMU | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. The project will need to make a decision on when these are required. If there have been significant changes then it may require multiple HRR's. |
| 11. Façade Contractor (Multi-storey apartments of | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |

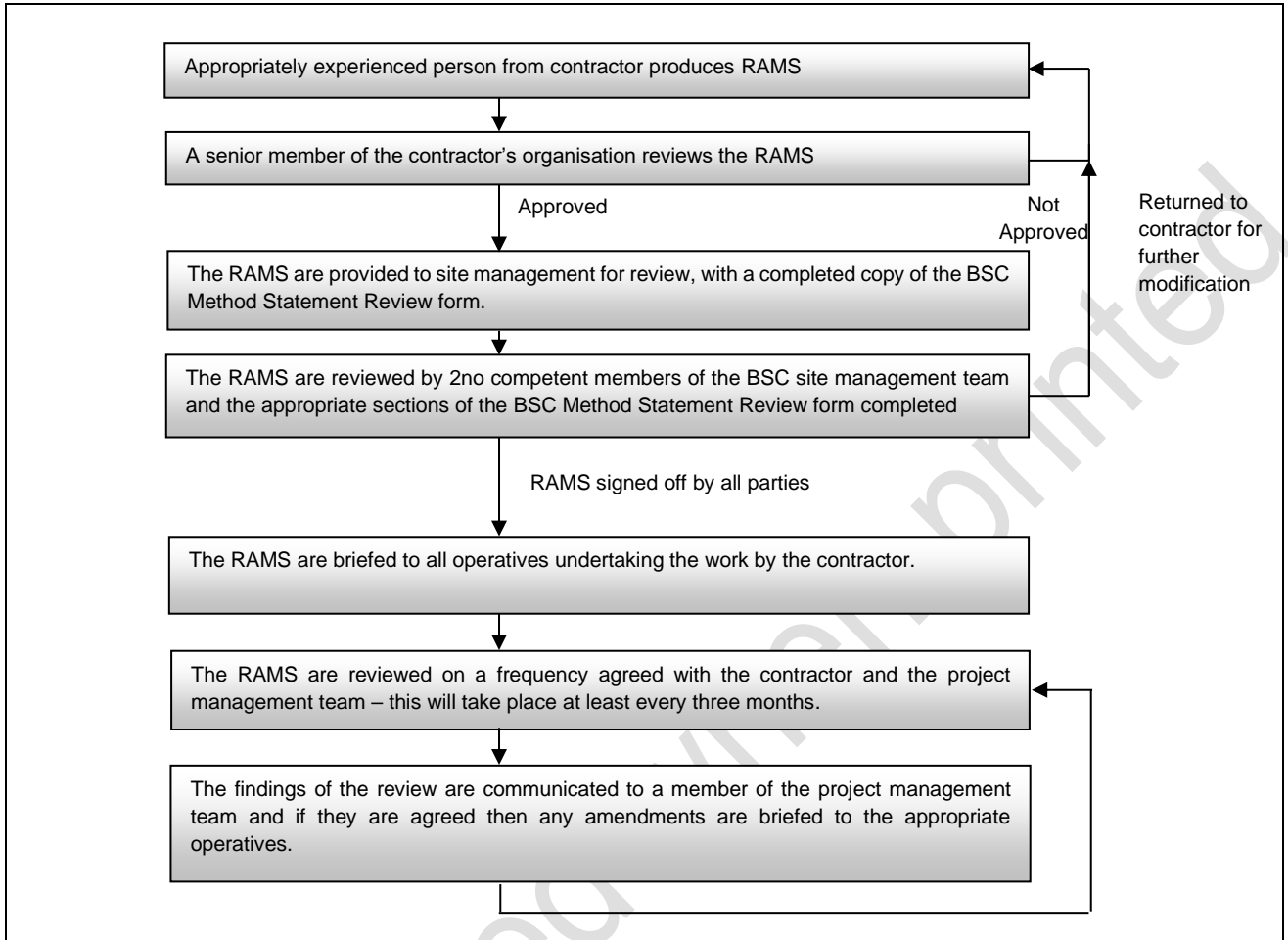
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| Stage of Development | HRR Lead (presented by) | Required BSESC attendees | Others to be invited | Comments |
|---------------------------------------|-----------------------------------|--|---|--|
| 5 storeys or more) | | <ul style="list-style-type: none"> H+S Manager | | |
| 12. Electrical including Energisation | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 13. Roofing | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 14. Lift Installation | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 15. Tower Crane strike | Contractor | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The contractor should present their scope of works, sequencing and all high risks should be covered in depth. |
| 16. Estate Management Handover | BSESC / Estate management company | <ul style="list-style-type: none"> Construction Lead Package Mgr H+S Manager Estate Manager Estate management Company | <ul style="list-style-type: none"> Production Dir Construction Dir Head of H+S | The Project team, Estate Team and Estate management company should discuss all high risks and control measures. All life safety systems should be covered in this meeting. |

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Appendix 3

Risk assessment and method statement (RAMS) process



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