

PAS 82:2012

Incorporating Amendment No.1

Shopfitting and interior contracting – Management system specification



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ISBN 978 0 580 92133 9

ICS 03.100.20

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Publication history

First published August 2007
Second edition September 2009
Third edition September 2012

Amendments issued since publication

Date	Comments
31 March 2016	Amendment No. 1 to make changes to Figure 1 Notes, 2.4 , 5.2.2 b) , 5.3.1 , 7.1 , 7.1.5 , 7.7 , 8.3.2 , 10.2 , 11.1 , Annexes A, J, L, M, N and O. See also foreword.

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Foreword

This Publicly Available Specification (PAS) was sponsored by the National Association of Shopfitters.¹⁾ Its development was facilitated by BSI Standards Limited and is published under licence from The British Standards Institution. It came into effect on 30 September 2012.

The National Association of Shopfitters is the trade body that represents the shopfitting and interior contracting sector. The requirements of PAS 82 have been agreed by the Executive Council of the National Association of Shopfitters.²⁾

Acknowledgement is given to the following organisations involved in the development of this PAS as members of the Steering Group:

- BRE
- Chartered Society of Designers
- CITB
- Grant Westfield Ltd
- Grigoriou Interiors Limited
- Health and Safety Executive
- National Association of Shopfitters
- Nationwide Building Society
- Newman Scott Ltd
- Target Shopfitters

Acknowledgement is also given to the members of a wider review panel who were consulted in the development of this PAS.

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This PAS is not to be regarded as a British Standard. It will be withdrawn upon publication of its contents in, or as, a British Standard.

The PAS process enables a specification to be rapidly developed in order to fulfil an immediate need in industry. A PAS may be considered for further development as a British Standard, or constitute part of the UK input into the development of a European or International Standard.

Supersession

PAS 82:2012+A1:2016 supersedes PAS 82:2012, which is withdrawn.

Information about this document

Text introduced or altered by Amendment No. 1 2016 is indicated in the text by tags **A1** **A1**. Minor editorial changes are not tagged.

Amendment A1 introduces the following principle changes:

- updates to references of Construction (Design and Management) (CDM) Regulations 2015;
- “CDM coordinator” changed to “principal designer”;
- “operative” changed to “worker”;
- updates to website and bibliography references.

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²⁾ All members of the National Association of Shopfitters are expected to comply with this PAS. As such, members have stated their commitment to promoting and maintaining excellence in all areas of work and performance together with observance of good corporate governance and in making such a commitment are entered on the NAS register of shopfitters/interior contractors.

Certification

Users of this PAS are advised to consider the desirability of third-party certification of conformity to this PAS. Appropriate conformity attestation arrangements are described in BS EN ISO/IEC 17021. Users seeking assistance in identifying the appropriate conformity assessment bodies or schemes may ask BSI to forward their enquiries to the relevant trade association.

Use of this document

It has been assumed in the preparation of this PAS that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

Presentational conventions

The provisions of this PAS are presented in roman (i.e. upright) type. Its requirements are expressed in sentences in which the principal auxiliary verb is "shall".

Commentary, explanation and general informative material is presented in italic type, and does not constitute a normative element. The word "should" is used to express recommendations, the word "may" is used to express permissibility and word "can" is used to express possibility, e.g. a consequence of an action or event.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a PAS cannot confer immunity from legal obligations.



Introduction

PAS 82 is a specification for a management system relevant to shopfitting and interior contracting organisations. Compliance with PAS 82 can help demonstrate levels of corporate governance and standards that can be recognised throughout the shopfitting/interior contracting industry.

NOTE *Shopfitters/interior contractors are actively encouraged to aspire to comply with this PAS to drive continuous improvement within the shopfitting and interior contracting sector.*

Today's shopfitting and interior contracting sector embraces much more than just shops: it covers retail, financial services, leisure, hotels, restaurants, museums as well as travel. The skills required by a shopfitter/interior contractor now extend far beyond joinery since the technological landscape of shopfitting and interior contracting continues to change at a rapid pace. The business is also increasingly international.



This PAS represents an acceptance by the sector that there is a greater need for more widely accepted quality management standards throughout the industry. It is also a statement by the National Association of Shopfitters (NAS) that they are at the forefront of those standards. NAS has been in existence since 1919 and the fact that it remains totally independent of any other trade body is an indication of the importance that most shopfitters/interior contractors place on having their own representative body.

NAS, in sponsoring PAS 82, seeks to provide a level of standardization that will allow shopfitters/interior contractors to demonstrate an acceptable level of competence, professionalism and flexibility that can satisfy their niche market. PAS 82 allows NAS to demonstrate to the wider industry the advantages that a stakeholder can get from using PAS 82-compliant shopfitter/interior contractors.

PAS 82 recognises that there is not a one-size-fits-all approach to the procurement of a shopfitting/interior contracting project. The end goal, however, is that the stakeholder takes possession of a project completed on time, to specification, to cost and can be satisfied with their chosen member of the NAS.

This PAS recognises that core elements are likely to be satisfied by compliance with other standards, and other standardization documents, such as:

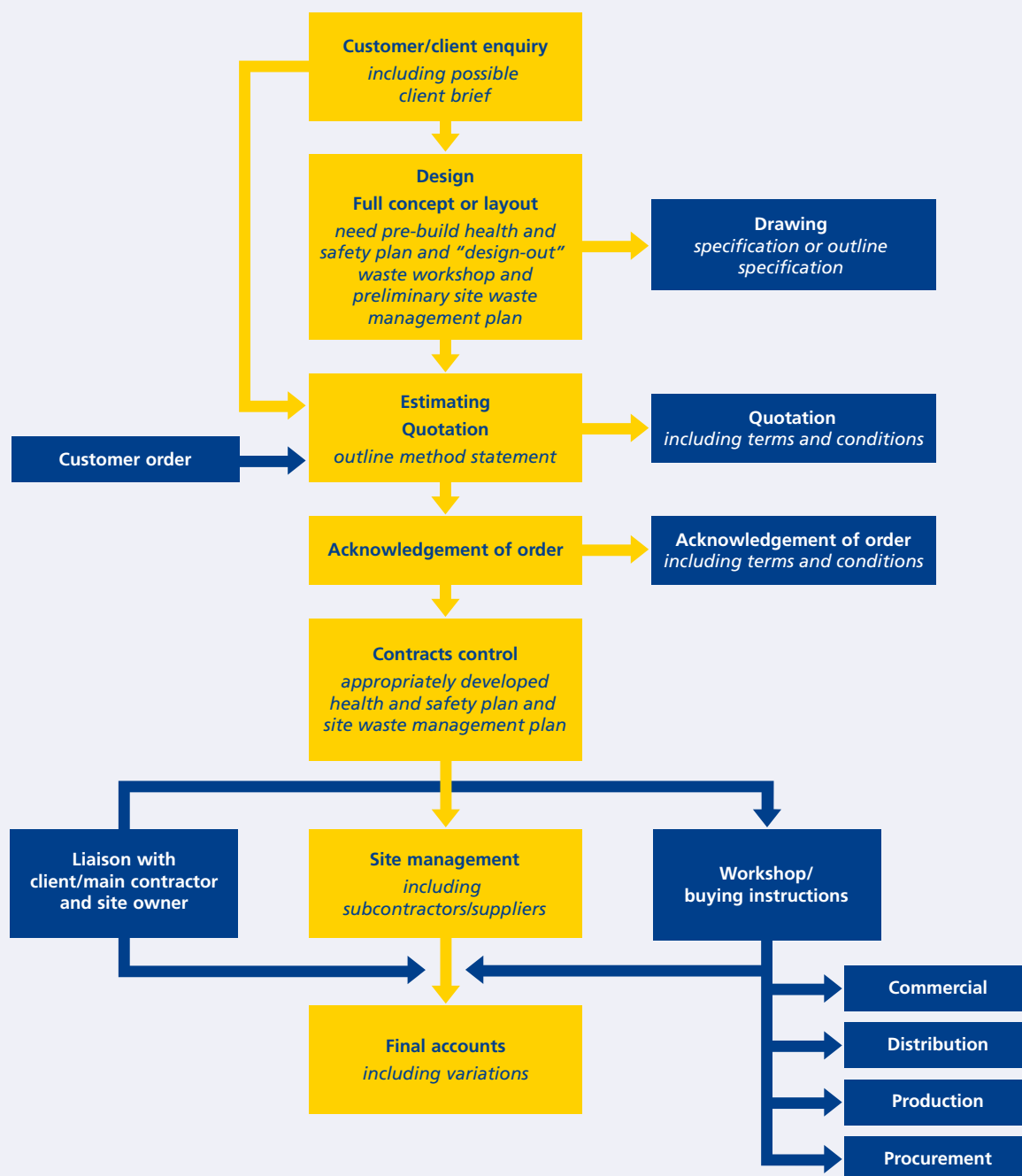
- BS EN ISO 9001, *Quality management systems – Requirements*;
- BS EN ISO 14001, *Environmental management systems – Requirements with guidance for use*;
- BS OHSAS 18001, *Occupational health and safety management systems – Requirements*;
- PAS 91, *Construction related procurement – Prequalification questionnaires*.

However, this PAS seeks to emphasise additional considerations and requirements that are specific to the shopfitting and interior contracting sector.

Figure 1 shows a flow diagram of the steps involved in the shopfitting/interior contracting procurement process.

PAS 82 will remain relevant over time in the continually evolving shopfitting/interior contracting environment. It has been developed to ensure general applicability to all companies (regardless of their size).

In order to become a member of the National Association of Shopfitters, please visit www.shopfitters.org.

Figure 1 – Simplified overview of the shopfitting/interior contracting procurement process

NOTE 1 Due to the many and complex routes of procurement associated with shopfitting/interior contracting, the term customer/client refers to the corporate body/individual who is responsible for procuring the work.

NOTE 2 The following is clearly established when entering into a contract between customer/client and shopfitter/interior contractor:

- Who will be responsible for all planning consents?
- Who will undertake the function of the principal contractor and ^{A1} principal designer ^{A1} and on what basis is the shopfitter/interior contractor appointed to the project?
- Have all statutory issues been resolved satisfactorily?

NOTE 3 The design stage includes a "design-out waste" workshop and the creation of a site waste management plan (see 8.3.1).

NOTE 4 The pre-build health and safety information can include, for example, existing drawings, asbestos survey, structural assessment and a preliminary site waste management plan.

NOTE 5 Estimators are made aware of their responsibility to procure pricing from sustainable sources and proof of custody.

NOTE 6 ^{A1} Attention is drawn to the Construction (Design and Management) (CDM) Regulations 2015 [1] and the roles and responsibilities therein ^{A1}.

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1 Scope

This PAS specifies requirements for a management system for shopfitting/interior contracting services.

It includes good practice procedures for:

- corporate governance;
- supply chain management and customer service;
- health and safety management;
- environment and sustainability;
- quality;
- training;
- innovation and value engineering.

NOTE Sources of good practice guidance on corporate responsibility, safety and environmental aspects are listed in Annex A.



2 Terms and definitions

For the purposes of this PAS, the following terms and definitions apply.

2.1 chain of custody

supply chain of certified timber from forest to customer/client where each party in the chain is certified against strict criteria, including ensuring that all certified timber is processed and stored separately from other non-certified stock and can be identified throughout processing and manufacture

NOTE Attention is drawn to the possibility of forgeries in respect of proof of custody.

2.2 competent person

person who can demonstrate that they have sufficient professional knowledge, technical skills, actual experience and authority to enable them to carry out their assigned duties at the level of responsibility allocated to them

NOTE The level of responsibility within an organisation will dictate the degree of competence required, e.g. more will be expected of managers/supervisors than a shop floor worker.

2.3 continual improvement

recurring process of enhancing any management system in order to achieve improvements in overall management performance consistent with the organisation's stated policy by both revision and innovation

2.4 corporate governance

system by which organisations are directed and controlled

[A1] [UK Corporate Governance Code, 2014] **[A1]** [2]

2.5 customer/client

stakeholders responsible for procuring the work

2.6 employer

person or organisation that uses or engages the services of another

NOTE In this PAS, this term is used to identify the shopfitter/interior contractor.

2.7 energy in operation

level of energy used by the business in the course of its operations, including gas, electricity, water and transport fuel

2.8 environment

surroundings in which an organisation operates

NOTE This includes air, water, land, natural resources, flora, fauna, humans and their interrelation.

2.9 environmental aspect

element of an organisation's activities or products or services that can interact with the environment

2.10 environmental impact

change to the environment whether adverse or beneficial, wholly or partially resulting from an organisation's environmental aspects

2.11 equipment

2.11.1 personal protective equipment (PPE)

equipment (including clothing affording protection against weather) that is intended to be worn or held by a person at work and that protects him/her against one or more risks to his/her health and safety

NOTE An overview of PPE legislation is given in Annex B.

2.11.2 use of work equipment

activity involving work equipment, including starting and stopping, erecting, installing, dismantling, programming, setting, using, transporting, repairing, modifying, maintaining, servicing and cleaning

2.11.3 work equipment

machinery, appliance, apparatus or tool and assembly of components, which, in order to achieve a common end, are arranged and controlled so that they function as a whole

NOTE 1 Examples include company-purchased motor/commercial vehicle, photocopier, planer thicknesser and scaffold tower.

NOTE 2 An overview of work equipment legislation is given in Annex B.

2.12 first aid

provision of facilities, equipment and trained personnel to treat injuries at places of work

2.13 incident

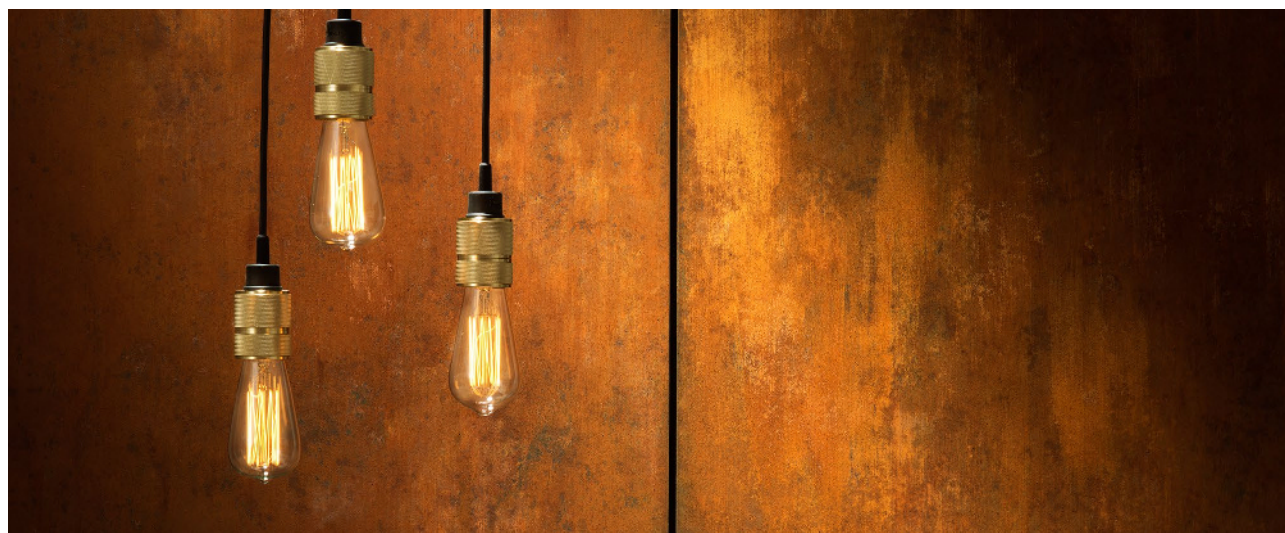
work-related event(s) in which an injury/ill health/fatality occurred, or could have occurred

2.14 innovation

introduction of a new product, process, service, technology or idea, or the novel use of something established

2.15 interior contracting

refurbishment of offices and general fitting-out of interiors across a range of market sectors



2.16 management

collective body of people who manage or direct an organisation

NOTE In this PAS, this term is used to identify the shopfitter/interior contractor management.

2.17 method statement

document prepared by an organisation that describes, in a logical sequence, exactly how a work activity is to be carried out in a manner that is safe and without risks to health

NOTE A method statement can include a sequence of diagrams or photos.

2.18 near-miss

unplanned event that has the potential to cause illness or injury but which was avoided by the circumstances

2.19 occupational health surveillance

systematic tracking of work-related injuries, illnesses, hazards and exposures of employees who are exposed to certain health risks

2.20 organisation

administrative structure that plans and carries out activities

2.21 recognised premises

commercial premises that are capable of sustaining the business of shopfitting/interior contracting

2.22 risk assessment

process of recognising what may go wrong, taking action to prevent harm to people, property or the environment and checking that the controls put in place are effective

NOTE Attention is drawn to Regulation 3 of the Management of Health and Safety at Work Regulations 1999 [3].

2.23 shopfitting

act of installing quality, bespoke furniture and fittings and finishes into an interior environment

2.24 site owner

landlord, organisation or persons responsible for the operational management of the building in which the subject premises is located

2.25 supply chain management

delivery of quality, consumer effectiveness and economic value through integrated management of the flow of physical goods and associated information, from ethical raw materials sourcing to delivery of finished products to customers/clients

2.26 sustainability

state in which components of the ecosystem and their functions are maintained for the present and future generations

NOTE 1 In shopfitting/interior contracting, it relates to how the attributes of the activities, products or services used in this sector, or the use of the site works, contribute to the maintenance of ecosystem components and functions for future generations.

NOTE 2 While the challenge of sustainability is global, the strategies for sustainability in shopfitting/interior contracting are local and differ in context and content from region to region.

NOTE 3 The term "components of the ecosystem" includes plants and animals, as well as humans and their physical environment. For humans, this includes a balancing of key elements of human needs: the economic, environmental, social and cultural conditions for societies' existence.

[adapted from BS ISO 15392:2008, 3.20]

2.27 sustainable timber procurement

process which creates, manages and fulfils contracts relating to the provision of wood and wood products from harvested trees that are replaced by other trees, whether naturally grown or planted

NOTE Extraction is compensated for, unlike in the case of most other materials.

2.28 training

act or process of teaching stimulus response learning (skill), concept and rule learning (rule), problem solving (knowledge) and acceptable on-site behaviour

2.29 value engineering

analysis of the functions of a programme, project, system, product, item of equipment, building, facility, service performed by a qualified, competent agency or contractor personnel, directed at improving performance, costs, reliability, quality, safety, wellbeing and life cycle impacts

3 Corporate governance

NOTE Attention is drawn to the “Turnbull guidance” (the Financial Reporting Council’s 2005 document, Internal control: Revised guidance for directors on the combined code [4]), which sets out best practice on internal control for UK listed companies, and assists them in applying section C.2 of the UK Corporate Governance Code Code (A) also produced by the Financial Reporting Council in 2014 (A) [2]).

3.1 Business and professional standing

The organisation shall have a procedure in place to ensure that due diligence is paid to the appointment of any directors and executive officers such that they are legally entitled to fulfil the requirements of these positions.

NOTE Particular regard should be given to criminal and civil court action (including bankruptcy or insolvency) in respect of the business activities currently engaged in, for which the outcome was a judgement against them.

3.2 Bribery and corruption prevention

Management shall prepare and implement an anti-bribery and anti-corruption policy.

NOTE Attention is drawn to the Bribery Act 2010 [5], which specifies legal requirements for anti-corruption and anti-bribery measures.

3.3 Business risk management

NOTE Risks can come from uncertainty in financial markets, project failures (at any phase in design, development, production, or sustainment life cycles), legal liabilities, credit risk, accidents, natural causes and disasters, as well as deliberate attack from an adversary, or events of uncertain or unpredictable root cause.

3.3.1 Management shall implement a set of risk management procedures and include strategies for managing all identified risks.

NOTE 1 Risk management is a set of coordinated activities designed to direct and control an organisation with regard to risk (as defined in BS EN ISO 31000).

NOTE 2 Often the employer’s insurance broker can advise on implementing a risk management procedure.

NOTE 3 Typically the strategies will include transferring the risk to another party (e.g. insurance), avoiding the risk, reducing the negative effect or probability of the risk, or even accepting some or all of the potential or actual consequences of a particular risk.

NOTE 4 An example of the application of good risk management principles was observed in the aftermath of the Buncefield fire (a major conflagration caused by a series of explosions in December 2005 at the Hertfordshire Oil Storage Terminal) where many businesses in the vicinity of the fire emerged relatively unscathed and unaffected.

NOTE 5 Attention is drawn to Clause 7, which considers management of health and safety issues.

NOTE 6 The organisation should check with the customer/client whether restrictions, permissions and consents apply to the building and works as a key risk mitigation measure. See Annex C for a checklist of typical restrictions, permissions and consents.

3.3.2 Management shall prepare plans to minimise the impact of an accident/incident/unplanned event on the organisation’s ability to continue to meet customer requirements, and in doing so shall:

- a) identify, characterise and assess threats;
- b) assess the vulnerability of critical assets to specific threats;
- c) determine the risk (i.e. the expected consequences of specific types of attacks on specific assets);
- d) identify ways to reduce those risks;
- e) prioritise risk reduction measures based on a strategy;
- f) provide a detailed, prioritised and timetabled response procedure to an emergency situation;
- g) detail the communication and command structure to be followed;
- h) incorporate a phased recovery plan.

NOTE 1 This should include loss of personnel, IT, data loss, loss of premises/sites, phased recovery plan, communication plan and command structure.

NOTE 2 Requirements for a business continuity management system are specified in BS ISO 22301.

3.3.3 Management shall implement a system for monitoring risk management procedures on an ongoing basis and for periodically reviewing and updating that system as necessary.

3.4 Corporate social responsibility

Management shall implement programmes, policies and/or procedures to foster good community relations within the area of the organisation's operations.

3.5 Equal opportunities and diversity

3.5.1 Management shall have an equal opportunities policy that sets out its obligation to treat all people fairly and equally so that no one group of people is treated less favourably than others.

3.5.2 Management shall actively promote the equal opportunities policy through:

- a) guidance to employees/suppliers concerned with recruitment, training and promotion;
- b) guidance or policy documents concerning how the organisation embeds equality and diversity available to employees/subcontractors, recognised trade unions or other representative groups of employees;
- c) recruitment advertisements and other literature.

3.5.3 Management shall put procedures in place to demonstrate compliance with equality legislation and to ensure that all employees and members of the supply chain are eligible to work in the UK.

NOTE Attention is drawn to the Equality Act 2010 [6], which bans unfair treatment and helps achieve equal opportunities in the workplace and in wider society.

3.6 Industrial relations

Management shall have an industrial relations policy in place.

NOTE A sample industrial relations policy is given in Annex D.



4 Shopfitter premises

4.1 Organisations shall operate from recognised premises and shall ensure that the premises are capable of sustaining the purposes of their business.

NOTE Premises in this context is deemed to be land and all the built structures on it, especially when considered as a single place of business for the shopfitting/interior contracting organisation.

4.2 The organisation's trading name shall be exhibited on the exterior of the recognised premises.

4.3 Management shall ensure that the recognised premises are kept clean, tidy, safe and well maintained at all times with appropriate welfare facilities.

NOTE 1 An example office safety inspection checklist is provided in Annex E and an example workshop safety inspection report is provided in Annex F.

NOTE 2 A record of the energy and water consumption for both large equipment, lighting and small consuming items should be included in a workshop safety inspection report (see Annex F).

A monitoring system should be installed that measures daily consumption and can provide the management of the workshop with information on their energy/water reducing performance. It should also monitor the CO₂ and volatile organic compound (VOC) levels and should be linked to the ventilation system or monitored so that windows can be opened above certain levels to ensure the wellbeing of staff and to increase the performance and quality of their work.

4.4 Management shall have security arrangements that are operational at all premises.

4.5 The organisation shall have in place a document control procedure that identifies the key documents requiring control.

NOTE These key documents should include:

- national and international standards, legislation, regulations and codes of practice;
- industry- and contract-related documentation;
- personnel documents;
- documents supporting the processes within the organisation.

4.6 Management shall have in place measures or key performance indicators (KPIs) to monitor, review and continually improve how the organisation is performing.

NOTE These KPIs should relate to:

- operational factors (recognised levels of performance can be taken from, for example, Considerate Contractor);
- quality (recognised levels of performance can be taken from, for example, Constructing Excellence);
- finance;
- health and safety;
- environment (recognised levels of performance can be taken from, for example, Royal Institution of Chartered Surveyors' Ska Rating for retail and offices [7, 8], RIBA-CIBSE's Carbon Buzz [9], WRAP's Halve Waste to Landfill [10], and BRE Environmental Assessment Method (BREEAM) [11]);
- sustainability (recognised levels of performance can be taken from, for example, Ska Rating);
- customer satisfaction.

5 Supply chain management and customer service

5.1 Supply chain management

NOTE Supply chain management is a critical skill that all shopfitters and interior contractors should demonstrate awareness of since it offers better value to shopfitting and interior contracting sector customers/clients.

5.1.1 A supply chain management system shall be in place, which incorporates documented processes for at least the following:

- a) customer order management;
- b) logistics;

NOTE 1 Transport plans should be in place to demonstrate how deliveries are planned in respect of the distance travelled and frequency of journeys, with the aim of reducing CO₂ emissions. Requirements for travel plans are specified in PAS 500.

NOTE 2 Royal Institution of Chartered Surveyor's Ska Rating for retail sets out a good practice measure (D59) for reducing CO₂ emissions from road vehicle movements during construction.

- c) manufacturing;
- d) new product development;

NOTE 1 Attention is drawn to the Royal Institution of Chartered Surveyors' Ska Rating, which is an environmental assessment tool for sustainable, non-domestic fit-outs. Ska Rating for retail and offices [7, 8] is suitable for fit-out projects of any size in existing or new buildings and for one-off projects or multi-store roll out programmes. The Ska Rating framework measures the level of sustainable good practice achieved within the scope of a fit-out project.

NOTE 2 Attention is also drawn to BRE's Green Guide to Specification [12], which gives information on the environmental impacts of building materials.

- e) procurement;
- f) assessment of quality.

5.1.2 Management shall adopt the practice of supply chain management as a vital means of adding value to its customers/clients.

NOTE 1 Supply chain management commences with the supply of raw materials and proceeds through manufacturing, warehousing and distribution. Management is concerned with minimising the costs of the supply chain while maximising the value added by each of the participants.

NOTE 2 The organisation should source their supply chain through local/regional procurement to reduce the impact of transporting over long distances and to demonstrate commitment to the low-carbon agenda.

5.2 Agreements

5.2.1 Where agreements exist or are entered into, management shall incorporate any such provision of shopfitting/interior contracting services, into their standard operating procedures.

NOTE 1 Where agreements exist or are entered into, for example in a shopping centre, the shopfitter/interior contractor organisation, customer/client/tenant can come under the direct control of the landlord or their representative. The landlord's requirements in relation to the tenant and the shopfitter/interior contractor should be incorporated into the standard operating procedures of the shopfitting/interior contracting organisation. Further guidance can be sourced from the British Council of Shopping Centres at www.bcs.org.uk.

NOTE 2 The requirements of PAS 82 should be used as a minimum specification.



5.2.2 The following shall be clearly established when entering into a contract between customer/client and shopfitter/interior contractor:

- a) Who will be responsible for all statutory and contractual requirements?
- b) Who will undertake the function of the principal contractor and **A1** principal designer **A1** and on what basis is the shopfitter/interior contractor appointed to the project?
- c) Have all statutory issues been resolved satisfactorily?
- d) What, if any, comment has the local authority building control made?

5.3 Service capability

5.3.1 A customer service policy shall be in place.

NOTE 1 Guidance on what should be included in a customer service policy is given in Annex G.

NOTE 2 Shopfitters/interior contractors have the ability to work either as the principal contractor and  principal designer  or as a trade subcontractor (in the former case, providing complete coordination of trade subcontractors, labour and materials).

NOTE 3 This should also include environmental impact monitoring and indicators.

NOTE 4 Employers should consider and evaluate sustainable, low-energy means of operating equipment on site and at their premises.

5.3.2 Management shall confirm their ability and commitment to provide management information against KPIs, as may be required by the customer/client, which enable performance monitoring against each service level requirement.

5.3.3 Where the need for potential improvements has been identified these shall be recorded and action shall be taken to implement these.

5.4 On-site practice

Management shall define practices on site with respect to the following headings:

- a) considerate;
- b) environment;
- c) appearance;
- d) good neighbour;
- e) respectful;
- f) safety;
- g) responsible;
- h) accountable.

NOTE Attention is drawn to the Considerate Constructors Scheme's Site Code of Considerate Practice [13].

6 Finance

6.1 Legal responsibilities

Management shall:

- a) select accounting policies and apply them consistently;
- b) make judgements that are reasonable and prudent;
- c) state whether applicable accounting standards have been followed;
- d) take such reasonable steps as are necessary to ensure that assets under their control are managed and safeguarded effectively.

NOTE 1 Attention is drawn to the "Turnbull guidance" [4] which sets out best practice on the implementation of the internal control requirements of the UK Corporate Governance Code [2].

NOTE 2 Attention is drawn to the Construction Industry Tax Deduction Scheme (CIS 2007) [14].

6.2 Insurances

6.2.1 The organisation shall have insurance(s) cover for the business and its employees and volunteers.

NOTE These could include:

- a) commercial combined policy:
 - 1) material damage;
 - 2) business interruption;
 - 3) employer's liability;
 - 4) public and product liability;
 - 5) money;
- b) contractor's all risk policy;
- c) marine cargo policy;
- d) engineering policy;
- e) annual travel policy;
- f) motor fleet;
- g) professional indemnity insurance.

This list is not exhaustive.

6.2.2 Management shall ensure that all third party contractors have insurance cover for their respective activities.

NOTE Attention is drawn to the Provision and Use of Work Equipment Regulations 1998 [15] for both private and commercial motor fleets, to ensure that fleet policies remain valid.

7 Health and safety management

7.1 General

NOTE ^{A1} Attention is drawn to the HSE's Guidance on Regulations [16] and CITB's Guidance [30] to the Construction (Design and Management) Regulations 2015 [1] ^{A1}.

7.1.1 Management shall maintain systems to ensure compliance with all relevant legislation and codes of practice, and shall continue to work in close cooperation with employees, contractors, customers/clients, site owners and visitors to achieve a good standard of health and safety performance. This shall include the collection of information about good ideas, near-misses and incidents, and preparing a plan to improve standards where this can be achieved.

NOTE Attention is drawn to Successful Health and Safety Management 1997 [17].

7.1.2 Management shall select and use contract companies capable of conducting their business without compromising the safety or health of anyone working on or in the vicinity of a site.

NOTE The competence of organisations should be checked and individuals appointed or engaged to carry out shopfitting and interior construction work should be checked. Evidence should be collected so that a judgement can be made on performance.

7.1.3 Management shall develop programmes to improve health and safety performance and ensure that employees cooperate in these.

7.1.4 Management shall develop and maintain a responsible approach to working to current health and safety standards.

7.1.5 Management shall appoint a trained and competent site manager/supervisor.

NOTE 1 An example shopfitting/interior contracting site inspection report is provided in Annex H.

NOTE 2 Information on training courses for site managers and supervisors can be provided by ^{A1} CITB ^{A1} and National Association of Shopfitters, among other organisations.

7.1.6 Management shall put in place a procedure to assess the need for occupational health surveillance. This assessment shall be based on risk and regulatory requirements.

NOTE Attention is drawn to the Control of Asbestos Regulations 2012 [18].

7.2 Hazards

7.2.1 Management shall have a procedure to negate risk in any given work situation.

NOTE 1 Attention is drawn to Management of Health and Safety at Work Regulations 1999 [3].

NOTE 2 Guidance on the principal workplace hazards is given in Annex I.

7.2.2 Management shall provide personal protective equipment in good condition, and ensure that it is used, having considered all other controls.

7.2.3 Management shall check that contract companies have similar arrangements.

NOTE An overview of regulations for personal protective equipment and work equipment is provided in Annex B.

7.3 Information instruction and training

7.3.1 Management shall provide employees and contractors with information, instruction and training, in accordance with Annex J, for the activities in which they are involved, and maintain records of such training.

7.3.2 In respect of health and safety, management shall ensure that a competent person is able to:

- a) demonstrate that he/she knows what the regulations require of them as an individual;
- b) demonstrate understanding of what the equipment they are using is actually designed to do;
- c) demonstrate how to use equipment and check it before use and, if an employee is personally responsible, how to store, maintain and, where appropriate, formally inspect it;
- d) recognise safe and unsafe situations associated with the work they are carrying out and the equipment being used;

- e) discuss with management/supervisor and take action to rectify any shortcoming found in equipment, processes, procedures or situations.

7.4 Welfare

7.4.1 Management shall have first aid provision at the place of work.

7.4.2 Management shall have arrangements for ensuring that welfare provision at fixed and temporary places of work meets legal requirements and the needs/expectations of employees.

7.5 Accident and incident reporting

7.5.1 Management shall ensure that all employees and contractors report any accident, incident, dangerous occurrence, near-miss or potential health and safety hazard immediately to their supervisor.

7.5.2 Supervisors shall investigate and record all such matters, and take measures to identify the cause and prevent further occurrence.

7.6 Fire

NOTE 1 Management should consider how to prevent a fire happening in the first place (process fire safety) and to prepare and deal with the consequences if a fire occurs (general fire precautions). Fire prevention includes liaison with designers so that use of combustible materials and, for example, hot works are minimised in areas where a fire would cause immediate harm or major disruption.

NOTE 2 Management should consider and control fire risks that arise from the construction process (e.g. working with combustible materials and possible ignition sources). This should include:

- a) danger involving flammable liquid, for example:
 - fuel;
 - LPG;
 - thinners, etc.;
- b) danger involving flammable solids, for example:
 - timber;
 - rubbish;
- c) danger involving flammable gases, for example:
 - cylinders;
 - methane;
 - cutting;
- d) ignition sources, for example:
 - hot work;
 - smoking.

NOTE 3 General fire precautions (GFP) should include:

- a) means of raising the alarm;
- b) means of fighting fire;
- c) means of escape;
- d) means of protection of escape routes-limiting the spread of fire;
- e) emergency procedures and training, for example for:
 - the site;
 - offices;
 - accommodation.

7.6.1 Management shall ensure that all employees play an active part in making their place of work fire safe by disposing of rags, newspapers, rubbish, old paint and coatings containers, etc. in the receptacles provided.

7.6.2 Organic solvents and flammable liquids can be a major source of fire. Management shall instruct employees to use as little solvent as is necessary to do the job and store solvents and flammable liquids in closed containers.

7.6.3 Organic solvents shall not be used where there are sparks, flames or excessive heat.

7.6.4 First aid and fire fighting equipment shall be located at strategic points throughout the place of work and shall not be moved or used unless in an emergency.

7.6.5 Fire escape routes and exits shall be kept clear and unobstructed.



7.6.6 All employees shall maintain a high standard of tidiness (good housekeeping is essential to safety).

7.6.7 Management shall strictly forbid smoking, except in designated smoking areas where it has been approved.

7.7 Monitoring, review and audit

Management shall implement a system for monitoring health and safety procedures on an ongoing basis and for periodically reviewing and updating that system as necessary.

NOTE 1 Requirements for an occupational health and safety management system are specified in BS OHSAS 18001.

NOTE 2  Attention is drawn to HSE's Guidance on Regulations [16] and CITB's Guidance [30] in relation to the Construction (Design and Management) Regulations 2015 [1] .

8 Environment and sustainability

8.1 General

8.1.1 Management shall establish, document, implement, maintain and continually improve an environmental management system and shall continue to work in close cooperation with employees, contractors, customers/clients, site owners and visitors to achieve continuous environmental performance improvements.

NOTE 1 *An example environmental policy is given in Annex K.*

NOTE 2 *An example social, environmental and ethical supplier assessment questionnaire is given in Annex L.*

8.1.2 Management shall define and document the scope of its environmental management system.

NOTE *Management should inform all the workforce of the objectives and share good practice applicable with each team so that they become familiar with their responsibilities and contributions through their work and at the beginning of each project (for example, as part of the induction process).*

8.1.3 Senior management shall actively promote policies that:

- a) avoid creating waste;
- b) encourage reuse/recycle;
- c) encourage careful disposal;
- d) promote getting advice;
- e) share good practice.

8.2 Environmental policy

Management shall define the organisation's environmental policy so that, within the defined scope, it:

- a) considers the nature, scale and environmental impacts of its activities, products and services;
- b) includes a commitment to continual improvement and prevention of pollution;
- c) includes a commitment to comply with applicable legal requirements and with other requirements to which the organisation subscribes relating to its environmental aspects;
- d) provides the framework for setting and reviewing environmental objectives and targets that are effective in reducing/preventing significant impacts on the environment;
- e) is documented, implemented and maintained;
- f) is communicated to all persons working for, or on behalf of, the organisation and throughout the supply chain;
- g) is publicly available.

NOTE 1 *Requirements for an environmental management system are specified in BS EN ISO 14001.*

NOTE 2 *Management should report publicly on their organisation's environmental performance.*



8.3 Project planning

8.3.1 Management shall establish, implement and maintain a procedure:

- to identify the environmental aspects of its activities, products and services that it can control and influence;
- to determine and manage all those aspects that have or can have significant impact on the environment.

NOTE 1 Areas that are likely to have a significant impact on the environment include:

- sustainable materials procurement;
- waste management;
- energy management.

NOTE 2 A “design-out waste” workshop should be integrated into the design stage (see Figure 1) and a site waste management plan (SWMP) should be created to remove unnecessary waste at as early a stage as possible.

NOTE 3 Attention is drawn to the following:

- Royal Institution of Chartered Surveyors’ Ska Rating for retail and offices [7, 8] which are free tools that rate the environmental impact of a fit-out regardless of the base building, assessing areas such as energy consumption, CO₂ emissions, waste, water and material used.
- BRE Environmental Assessment Method (BREEAM) [11] sets a standard for sustainable building design, construction and operation.
- BRE’s Green Guide to Specification [12];

- BRE’s SMARTWaste [19] – a free online tool that helps prepare, implement and review SWMPs in full compliance with the Site Waste Management Plans Regulations 2008 [20].

8.3.2 Management shall document the information in 8.3.1 and keep it up to date.

NOTE Information to assist in identifying environmental issues can be found at:

- www.defra.gov.uk
- www.sepa.org.uk
- www.environment-agency.gov.uk
- www.wrap.org.uk
- www.shopfitters.org
- www.constructingexcellence.org.uk
- www.netregs.gov.uk
- www.doeni.gov.uk/northern-ireland-environment-agency
- www.rics.org/ska
- www.bre.co.uk/sustainablesshopfit
- www.carbontrust.com

8.4 Resources

8.4.1 Management shall make available the resources essential to establish, implement, maintain and improve their environmental system. Resources shall include human resources, specialised skills, organisational infrastructure, technology and financial resources.



8.4.2 Roles, responsibilities and authorities shall be defined, documented and communicated in order to facilitate effective environmental management.

NOTE Employers should give due consideration to relevant training in environmental issues, such as the low-carbon agenda and sustainability.

8.5 Sustainable procurement policy

8.5.1 Management shall establish, implement and maintain a timber procurement policy such that all timber and wood-derived products are required to be purchased from legal and sustainable sources.

NOTE 1 A sample timber procurement policy can be found in Annex M.

NOTE 2 Attention is drawn to the Central Point of Expertise on Timber Procurement [21], which offers information on how to meet the UK Government's timber procurement policy, the EU Timber Regulation [22] and the Forest Law Enforcement Governance and Trade (FLEGT) Regulation [23]. Guidance on the EU Timber Regulation is given in PAS 2021.

NOTE 3 All shopfitting/interior contracting materials should be included within a sustainable procurement policy, not just timber.

8.5.2 The organisation shall define how it will reduce the use of carbon and energy in operation through:

- a) minimising the use of materials with high embodied energy;
- b) selecting and/or specifying materials for end-of-life reuse or recycling;
- c) increasing the recycled content of materials;
- d) reducing, as far as possible, the use of materials that are not recoverable or recyclable;
- e) assessing and mitigating the impact of transportation to reduce its carbon footprint;
- f) sourcing products and services locally wherever practical;
- g) reducing water and energy use in the manufacture, distribution and servicing aspects of its business;
- h) reducing, as far as practical, the use of packaging materials.

NOTE 1 BS 8905 provides a framework for the concepts, techniques, tools and methodologies that can be used to support decisions surrounding the sustainable use of materials. The BRE standard BES 6001, Responsible sourcing of construction products [24] enables construction product manufacturers to ensure and prove that their products have been made with responsibly sourced constituent materials.

NOTE 2 Attention is drawn to the Royal Institution of Chartered Surveyors' Ska Rating for retail and offices [7, 8], BRE's Green Guide to Specification [12] and BRE Environmental Assessment Methodology (BREEAM) [11].

8.5.3 The organisation shall assess the policies and performance of suppliers/subcontractors, which shall be incorporated into the decision-making process for their selection.

NOTE A sample social, environmental and ethical supplier assessment questionnaire can be found in Annex L.

8.6 Communication

Management shall establish, implement and maintain a procedure(s) for promoting environmental matters within the organisation and throughout the supply chain.

8.7 Emergency preparedness and response

8.7.1 Management shall establish, implement, and maintain a procedure to identify potential emergency situations and potential accidents that can have an impact on the environment and how the organisation shall respond to them.

8.7.2 Management shall periodically review and, where necessary, revise such procedures.

8.8 Monitoring, review and audit

Management shall implement a system for monitoring environmental and sustainability procedures on an ongoing basis and for periodically reviewing and updating that system as necessary.

NOTE Requirements for an environmental management system are specified in BS EN ISO 14001.

9 Quality

9.1 General

9.1.1 Management shall establish, document, implement, maintain and continually improve a quality management system.

9.1.2 Management shall define and document the scope of its quality management system.

9.2 Quality policy

Management shall define the organisation's quality policy and ensure that, within the defined scope, it:

- a) considers the nature, scale and impacts of its activities, products and services;
- b) includes a commitment to continual improvement;
- c) includes a commitment to comply with applicable legal requirements and with other requirements to which the organisation subscribes relating to its quality aspects;
- d) provides the framework for setting and reviewing quality objectives and targets;
- e) is documented, implemented and maintained;
- f) is communicated to all persons working for or on behalf of the organisation;
- g) is publicly available.

9.3 Planning

9.3.1 Management shall establish, implement and maintain a procedure:

- a) to identify the quality aspects of its activities, products and services that it can control and influence;
- b) to determine those aspects that have or can have significant impact on quality.

9.3.2 Management shall document this information and keep it up to date.

9.4 Resources

9.4.1 Management shall ensure the availability of resources essential to establish, implement, maintain and improve their quality system.

NOTE *Resources can include human resources, specialised skills, organisational infrastructure, technology and financial resources.*

9.4.2 Roles, responsibilities and authorities shall be defined, documented and communicated in order to facilitate effective quality management.

9.4.3 Management shall ensure that this quality policy is implemented effectively by:

- a) incorporating the requirements across all the functions of their business;
- b) embedding it in their supply chain and procurement processes;
- c) bringing it to the attention of their employees and their respective supply chains and gaining the necessary support for its implementation;
- d) actively encouraging and engaging their customers and suppliers in its implementation;
- e) reviewing the policy at planned intervals to ensure its continuing suitability.

9.5 Communication

9.5.1 Management shall establish, implement and maintain a procedure(s) for promoting quality within the organisation and throughout the supply chain.

9.5.2 Training arrangements should be put in place to ensure that the workforce has sufficient skills and understanding to carry out their various duties.

9.5.3 Management shall establish a procedure for the handling of complaints.

9.6 Monitoring, review and audit

Management shall implement a system for monitoring quality management procedures on an ongoing basis and for periodically reviewing and updating that system as necessary.

NOTE *Requirements for a quality management system are specified in BS EN ISO 9001.*

10 Knowledge, skills and experience

10.1 Recognition

Management shall ensure that the organisation's aims and objectives are communicated to its employees.

10.2 Training needs

Management shall work with individuals and national working groups to identify training needs to national standards and continuous professional development.

NOTE 1 ^{A1} CITB ^{A1} have electronic training plan templates available to assist companies in recording and monitoring their training needs.

NOTE 2 Management should give consideration to training in the following areas:

- a) new employee training;
- b) job-specific training;
- c) supervisory and general management training;
- d) specialised training needs;
- e) reinforcement/refresher;
- f) health and safety training;
- g) organisational change;
- h) product innovation;
- i) supply chain.



11 Outsourcing and multi-use site

NOTE Management should base its approach to contractor procurement on the premise that employees and contractors are protected equally in law.

11.1 Management shall establish minimum standards and requirements for contractors.

NOTE 1 ^{A1} Attention is drawn to the HSE's Guidance on Regulations [16] and CITB's Guidance [30] to the Construction (Design and Management) Regulations 2015 [1] ^{A1}, which provides practical guidance on complying with these regulations, which aim to integrate health and safety into the management of a project. For stage 2, an assessment is required of the supplier's experience and track record, to establish that it is capable of doing the work (i.e. project, activity or service specific enquiries), that it recognises its limitations and how these should be overcome, and it appreciates the risks from doing the work and how these should be reduced.

NOTE 2 Example questionnaires that can be used for assessing contractor qualifications and competency on the basis of defined requirements are given in Annex N and Annex O.

NOTE 3 Prequalification questionnaires for construction-related procurement are specified in PAS 91. It forms a basis for completing an assessment of contractor competency in accordance with stage 1 core criteria of ^{A1} the HSE's Guidance on Regulations [16] and CITB's Guidance [30] to the Construction (Design and Management) Regulations 2015 [1] ^{A1}.

NOTE 4 Selection criteria should identify those contract companies capable of conducting their business without compromise and should consider previous performance of the contractor.

NOTE 5 It is recommended that contractors only be employed after this exercise has been completed.

11.2 Where a main contractor has governance over a site, for example in a shopping centre, or where there are many trade contractors employed, management shall, where appropriate, comply with the site rules as laid down by the main contractor who holds jurisdiction over the entire site.

12 Innovation and value engineering

12.1 General

Management shall ensure that all the processes, procedures and designs of shopfittings/interiors are based on the principles of value engineering.

12.2 Key steps in the process

12.2.1 Management shall establish innovation within their organisations as a priority.

NOTE *Innovations should include a holistic life cycle assessment (LCA) and be designed to enable a closed-loop cycle.*

12.2.2 Management shall establish an organisational structure that promotes collaboration.

12.2.3 Management shall utilise production knowledge and expertise to find cost effective solutions.

NOTE *Employers should give consideration to whole-life value and cost as a key driver in cost engineering.*

12.2.4 Management shall establish a process to convert ideas into innovations and measure results.



Annex A (informative)

Sources of good practice guidance

This annex is for illustrative purposes only.

A.1 Corporate responsibility

Institute of Directors and Health and Safety Executive guidance, *Leading health and safety at work – Leadership actions for directors* [25] is available at www.hse.gov.uk/leadership.

A.2 Factors improving safety in the woodworking industry

It would be impractical to list all the good practice guidance here individually. Management should however give consideration to the information sheets available at www.hse.gov.uk/pubns/woodindx.htm.

A.3 Competence of contractors







A sample questionnaire for assessing the competence of contractors is given in Annex O.

A specification for prequalification questionnaires for construction-related procurement is given in PAS 91.

A.4 Health and safety on shopfitting/ interior contracting sites

Generic guidance can be found at www.hse.gov.uk/pubns.

A.5 Environment and sustainability

-  BRE Environmental Assessment Method (BREEAM): www.breeam.com  [11]
- Royal Institution for Chartered Surveyors' Ska Rating tools: www.rics.org/ska [7, 8]
- BRE's SMARTWaste: www.smartwaste.co.uk [19]
-  BRE's *Green Guide to Specification*: www.thegreenguide.org.uk  [12]
-  BRE List – The Sustainable Fitout Tool www.bre.co.uk/sustainablesitout [31] 



Annex B (informative)

Regulations for work equipment and personal protective equipment

This annex is for illustrative purposes only.

This material is offered in good faith and was believed to be accurate at the time of publication of this document. However, it cannot be taken as a definitive statement of the law, and users are strongly advised to satisfy themselves of current regulatory requirements.

B.1 Provision and Use of Work Equipment Regulations (PUWER) 1998

In general terms, PUWER [15] requires that equipment provided for use at work is:

- suitable for the intended use;
- safe for use, maintained in a safe condition and, in certain circumstances, inspected to ensure this remains the case;
- used only by people who have received adequate information, instruction and training; and
- accompanied by suitable safety measures, e.g. protective devices, markings, warnings.

B.2 Personal Protective Equipment at Work Regulations 1992

B.2.1 What is personal protective equipment (PPE)?

PPE is defined in the Personal Protective Equipment at Work Regulations 1992 [26] as:

“All equipment (including clothing affording protection against the weather) which is intended to be worn or held by a person at work which protects them against one or more risks to their health and safety.”

PPE includes equipment such as safety footwear, hard hats, high visibility waistcoats, goggles, life jackets, respirators and safety harnesses.

Waterproof, weatherproof or insulated clothing is subject to the Regulations only if its use is necessary to protect employees against adverse climatic conditions that could otherwise affect their health and safety.

B.2.2 When to use PPE

PPE should always be regarded as a “last resort” to protect against risks to safety and health. Engineering controls and safe systems of work should always be considered first.

For example, it may be possible to do the job using methods that will not require the use of PPE.

If this is not possible, more effective safeguards should be put in place. For example, fixed screens could be provided rather than individual eye protection.

There are a number of reasons why PPE should be considered as a last resort:

- PPE only protects the person wearing it, whereas measures controlling the risk at source protect everyone in the workplace;
- theoretical maximum levels of protection are difficult to achieve and the actual level of protection is difficult to assess. Effective protection is only achieved by selecting suitable PPE and if it is correctly fitted, maintained and used;
- PPE may restrict the wearer to some extent by limiting mobility or visibility, or by requiring additional weight to be carried, thus creating additional hazards.

B.2.3 Legal duties and obligations around PPE

The Personal Protective Equipment at Work Regulations 1992 [26] seek to ensure that where the risks cannot be controlled by other means, PPE is correctly selected and used.

The Regulations do not apply where requirements are detailed in other regulations, e.g. respirators in the Control of Substances Hazardous to Health Regulations (COSHH) 2002 [27], and hearing protection in the Noise at Work Regulations 2005 [28].

B.2.4 Environmental considerations

It is good practice that personal protective equipment is procured from companies with an environmental policy and, at the end of use, they are recycled at clothing recycling stations.

Annex C (informative)

Restrictions, permissions and consents checklist

This annex is for illustrative purposes only.

Typical restrictions, permissions and consents to watch out for include:

- a) heritage site/conservation area;
- b) town planning restrictions;
- c) listed building status (listed building consent);
- d) planning permission (for building use as well as building work);
- e) building notices;
- f) building warrants;
- g) work undertaken within permitted development consent;
- h) advertising restrictions (advertising consent).

Further advice is available from:

- Planning Portal (www.planningportal.gov.uk): the UK Government's online planning and building regulations resource (for England and Wales);
- Built Environment (www.scotland.gov.uk/Topics/Built-Environment): the Scottish Government's guidance on the built environment;
- Northern Ireland Planning Portal (www.planningni.gov.uk): planning and building advice for Northern Ireland.



Annex D (informative) Industrial relations policy

This annex is for illustrative purposes only.

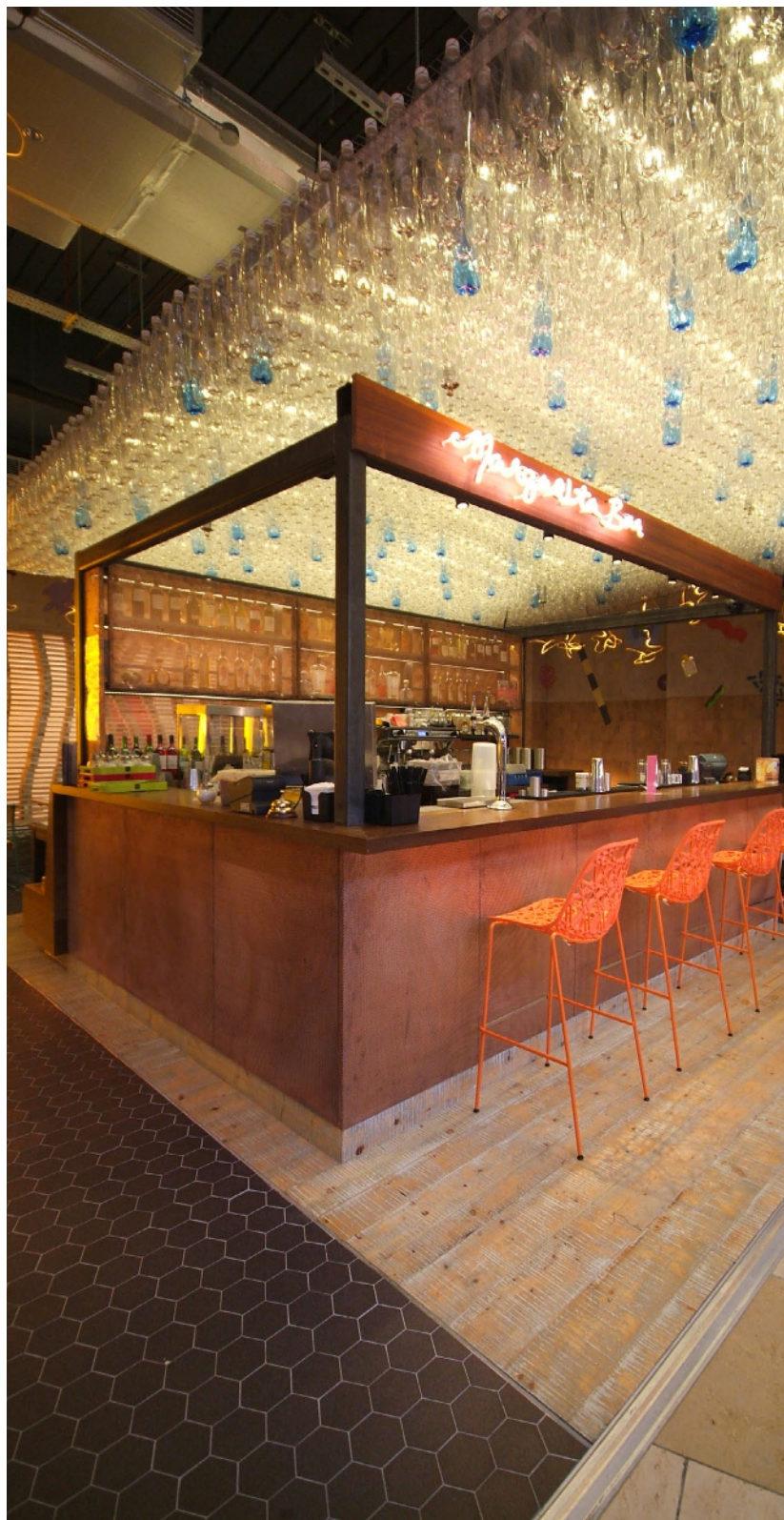
The aim of this policy is to deliver [shopfitting/interior contracting organisation]'s construction services in such a way that lost time and conflict due to industrial disputes is minimised. In this way we aim to limit the likelihood of an industrial relations (IR) dispute affecting our ability to meet client expectations.

Our policy is to:

- establish and maintain management practices that minimise IR-related lost time on projects;
- establish and maintain strategies to minimise the migration of industrial action to client project sites;
- comply with the relevant legislation;
- comply with industry agreements;
- establish and maintain management practices that are compliant with good practice, as stated in the "Turnbull guidance" [4];
- utilise the professional services of independent employment law specialists to aid in the resolution of disputes, if required.

Operationally, this policy is to be effected by ensuring:

- site managers maintain open and frank communication with employees and subcontractors (and main contractors, where applicable);
- site managers monitor the development of IR issues – early intervention is preferred;
- site managers promote a culture that does not lend itself to cultivation of IR disputes;
- site amenities are adequate and site safety is constantly monitored and reported upon.



Annex E (informative)

Office safety inspection checklist

This annex is for illustrative purposes only.

Frequency	Weekly	Fortnightly	Monthly
Topic	Yes/No		
Weekly fire safety checks logged All exits cleared Rubbish in bins, not loose Central heating system working correctly			
Corridors and gangways clear Floors clear of tripping and slipping risks Kitchen worktops, sink, fridge clean			
Lighting all working properly Ventilation and air conditioning working properly			
All shelves secure and not overloaded Step stools, ladders, etc. in sound condition Cleaners cupboard tidy			
Office equipment all in sound condition Display screen equipment functioning satisfactorily			
Electrical sockets and switches all sound (visual) Flexible cables and plugs all sound (visual)			
Induction training up to date			
Weekly measurement of CO ₂ and volatile organic compound levels			
Other specific items	Yes/No		
<i>For example, manual handling assessments and display screen equipment (DSE) assessments. If the building is pre-2000, the person carrying out the inspection should be aware of the asbestos register and be able to report any damage to materials listed as containing asbestos. This is supplemental to more detailed specialist checks on condition by an asbestos surveyor.</i>			
Actions needed			
<i>Transfer outstanding actions from previous checklist to action plan.</i>			
Completed by			Date

Annex F (informative)

Workshop safety inspection report

This annex is for illustrative purposes only.

Inspection date	
Risk factor	
1	Poor practice
2	Environmental damage
3	Risk of damage to property or equipment
4	Non-compliance with a code of practice
5	Breach of Regulation or <i>Approved Code of Practice</i>
6	Foreseeable risk of major injury
7	Imminent risk of major injury
Site risk factor – total	

Workshop inspection report

Activity codes: A = Immediate action G = Good U = Unsatisfactory NA = Not applicable

Access		Compressors/air receivers		Waste		Risk assessment	
Third party protection		Electricity		Flammable storage		COSHH [27]	
Contractors		Vehicle maintenance		Fire precautions		Statutory notices	
Lifting appliances/gear		Manual handling		Noise		First aid	
Plant		Welding/cutting		PPE		Welfare	
Machinery		Battery charging		Heating		Training	
Woodworking machines		Paint spraying		Working environment		Building structure	
Building condition (e.g. asbestos containing materials)							

Items requiring immediate action

Items outstanding from last report dated

No.		Items		Activity code	
No.		Items		Activity code	
No.		Items		Activity code	
No.		Items		Activity code	

General advisory comments and future guidance

NOTE It is the line manager's responsibility to ensure that appropriate action is taken and confirm its completion. This action should be reviewed periodically.

Workshop safety inspection report (continued)

Activity		
Hazard details		
Hazard location		
Risk(s) identified		
Recommendations		
Action		Risk factor

Activity		
Hazard details		
Hazard location		
Risk(s) identified		
Recommendations		
Action		Risk factor

Activity		
Hazard details		
Hazard location		
Risk(s) identified		
Recommendations		
Action		Risk factor

Annex G (informative)

Customer service guidance

This annex is for illustrative purposes only.

G.1 A commitment to deal with customers/clients fairly, courteously and in keeping with good business practice should be demonstrated.

G.2 It should be ensured that staff are aware of the minimum standards of customer service.

G.3 Only work that the organisation is competent to undertake should be taken on, unless additional training and employment of staff with knowledge and experience of the new process is arranged.

G.4 A formal complaints procedure should be put in place and a complaints officer nominated, the name of whom should be displayed at the premises. This nominated person should be aware of fair-trading issues. It should be ensured that all staff follow this procedure.

NOTE *The National Association of Shopfitters have codes for complaints procedures, which are available at www.shopfitters.org.*

G.5 A written, detailed fixed price quote for work should be offered where practicable to do so. Where it is not possible to give a firm quote, a written estimate should be offered. All quotes or estimates should be given exclusive of VAT (value added tax) and this exclusion should be clearly stated.

G.6 Where work is arranged verbally, clear details should be offered of the service level options and costs and subsequently be confirmed in writing.

G.7 The express permission of the customer/client to proceed should be sought if the cost is likely to exceed the estimate.

G.8 Agreement on payment terms should be reached with the customer/client prior to commencement of works.

G.9 Items to be covered as part of the service level agreement should be agreed in consultation with the customer/client. Clear written details of the service level to be covered should be provided.

G.10 The presence of an effective, regularly reviewed, training strategy for employees should be demonstrated.



Annex H (informative)

Shopfitting/interior contracting site inspection report

This annex is for illustrative purposes only.

Site address	Visit date	
	Project	
	Customer/client	
	Site owner	
	Site foreman	
	Contracts manager	

Site inspection report

Activity codes: A = Immediate action G = Good U = Unsatisfactory NA = Not applicable

Safety planning provisions			
Safety plan	Safety policy	Method statement	Risk assessment
CDM notification	Registers (including asbestos)	Induction training	Test/exam certificates
Statutory notices	COSHH [27]	Insurance certificates	Fire safety
Welfare	First aid	Security	Others

Activities			
Flammable materials	Portable tools	Scaffolding	Protective equipment
Edge protection	Excavation	Buried services	Means of access
Plant	Protecting the public	Overhead services	Noise
Fire protection	Demolition	Electricity	Visitors book

Remarks

Action required

Contracts manager		Date action taken	
Site foreman			

NOTE It is the line manager's responsibility to ensure that appropriate action is taken and confirm its completion. This action should be reviewed periodically.

Annex I (informative)

Principal workplace hazards

This annex is for illustrative purposes only.

NOTE *This list is not considered to be exhaustive but management should have systems and procedures in place for dealing with the following typical examples and ensure that all other hazards arising from workplace activities are managed effectively.*

I.1 Manufacturing

- Machinery safety
- Slips, trips and falls
- COSHH [27]
- Occupational health and safety issues including musculoskeletal injuries (manual handling)
- Wood dust and other pollutants
- Electrical safety
- Workplace transport
- Timber storage
- Falls from height
- Housekeeping and materials storage
- Fire process and general fire precautions
- Noise


I.2 Site installation


- Liaison with company continuing to trade from the premises being worked on
- Liaison with adjacent occupied premises
- Site security and fencing off site from public areas
- Welfare facilities
- Falls from height
- Workplace transport
- Demolition (requires competent contractor and written plan)
- Asbestos-containing materials
- Dismantling of existing structural elements (e.g. is propping required?)
- Prevention or control of falling objects
- Installation of new materials (e.g. is propping required?)
- COSHH [27]
- Occupational health and safety issues, including musculoskeletal injuries (manual handling) and wood dust and other pollutants
- Slips trips and falls
- Housekeeping and materials storage
- Fire process and general fire precautions
- Lifting
- Temporary electrical systems
- Permanent electrical systems to be retained
- Commissioning of new and reinstated electrical systems
- Confined spaces issues
- Avoiding extreme manual handling
- Hot works
- Noise

Annex J (normative)

Requirements for training

“Training is not an end in itself; it is a means to an end.”

NOTE  Attention is drawn to the employer guidance on the skills, knowledge, experience, training and organisations capability requirements to fulfil the following core roles and responsibilities set out under Construction (Design and Management) (CDM) Regulations 2015 [1]:

- client;
- principal designer;
- designer;
- principal/main contractor;
- contractor;
- worker/operative. 

J.1 Training in any subject requires the presence of three necessary conditions before it commences. Management shall provide:

- a) active commitment, support, interest and identification of training needs;
- b) necessary finance, organisation and the opportunity for learning to take place;
- c) suitable expertise in the subject.

J.2 Management shall have policies in place that give consideration to:

- a) new employee training;
- b) job specific training;
- c) consideration of the level of supervision required by an employee;
- d) supervisory and general management training;
- e) specialised training needs;
- f) reinforcement/refresher;
- g) health and safety training;
- h) organisational change;
- i) product innovation.

J.3 The employees' training programmes shall be delivered by a competent person, who is appointed by the employer.

NOTE Where such an individual is not available in-house, there are many external support services that can provide trainer training or deliver training to staff on behalf of the employer.

J.4 The competent trainer shall take on shared responsibility with the employer for the standard of training given and for record keeping.

J.5 Record keeping is essential to demonstrate the training has been delivered. Records shall be kept, which detail training courses attended, including dates attended, course duration, trainer's name and pass/fail if applicable. Auditable proof of training shall be available on request.

NOTE Proof of training could be a training record signed by both parties.

J.6 At the end of each training session, there shall be an opportunity for feedback, questions and interactive discussion on any aspect of the course content.

NOTE 1 In particular, the opportunity should be taken for discussion of recent incidents that particularly relate to the type of work carried out by the employer.

NOTE 2 All training should be validated to ensure its ongoing effectiveness.

J.7 When training is completed management shall ensure that trained staff have the opportunity to use and reinforce their new skills.

J.8 Management shall evaluate the performance of the training by reviewing the capabilities of their employees in the relevant set of skills, after a suitable practice period.

NOTE 1 Management should re-interview staff and ask them how well they are able to carry out the application-oriented tasks that are required. The emphasis should be on a critical review of the effectiveness of the training. Without this immediate practice, much of the benefits of the training can be lost.

NOTE 2 The National Skills Registration Scheme for the shopfitting and interior contracting industry (SICCS) provides a single skills card for the shopfitting and interior contracting sector of the construction industry and can demonstrate to management an employee's skills level and capability.

Annex K (informative)

Sample environmental policy

This annex is for illustrative purposes only.

The organisation recognises that its business activities have direct or indirect impacts on the environment and as such, it is our policy to undertake our business activities in a manner sensitive to the environment, to conserve natural resources, reduce waste and to prevent pollution to land, water and air.

The organisation also regards the promotion of an environmental strategy as a key element in operating a successful business, and that by doing so we can help to reduce environmental impacts from our operations as well as to create opportunities for providing positive benefits to the environment.

The organisation appreciates that through its activities, it has a key role to work mutually with internal and external stakeholders to deliver continual improvements in our environmental performance. In support of this commitment the company will establish and maintain a series of objectives and targets which will be reviewed by the Board of Directors on a periodic basis. We are also committed to helping our clients meet their own environmental objectives, and we will work closely with all those under our managerial control, such as employees, contractors and suppliers, to help us reduce our own adverse impacts.

In addition to these goals, it is the policy of the company to maintain compliance with relevant environmental legislation and all other associated requirements, which remains effective and relevant.

The organisation's objectives are to:

- comply with current legislation, legal obligations, applicable statutory provisions and relevant codes of practice;
- promote health, safety and environmental awareness throughout the organisation;
- ensure staff are trained to understand the policy and have the skills to implement it;
- avoid damage to the environment by regularly reviewing the way we work;

- produce an environmental performance report on an annual basis to monitor progress;
- use natural resources as efficiently as possible;
- minimise the use of all materials, supplies and energy;
- use renewable or recyclable materials, wherever possible;
- reduce fuel consumption and lower exhaust emissions.

To achieve this, the organisation will:

- implement, monitor and update the policy as required;
- lead by example, and include the policy in staff induction and training, and update staff by email, training sessions and team meetings;
- actively encourage the use of recyclable materials and paper, and the recycling and reuse of these and other materials;
- monitor premises and team performance and promote good practice in teams;
- try, where possible, to trade with businesses with similar environmental standards to our own – suppliers, vendors and contractors;
- show that we are serious about our commitment to sustainable development by including environmental issues in our strategic planning;
- encourage staff to use energy and water resources efficiently;
- reduce any unnecessary travel, and encourage staff to travel by public transport or by car sharing where possible;
- report annually to the Board, through the CEO, on progress made against environmental targets.

Annex L (informative)

Social, environmental and ethical supplier assessment questionnaire

NOTE A specification for prequalification questionnaires for construction-related procurement is given in PAS 91.

Company name:	
Questionnaire completed by:	
Date completed:	

Section 1: Environmental management

1.1 Which statement best describes who has overall responsibility for environmental performance in your organisation?
1.2 If applicable, please state the name and position of the individual with overall responsibility.
1.3 Has your organisation undertaken a review of its use of raw materials?
1.4 Has your organisation reviewed its transport-related environmental impacts?
1.5 Has your organisation reviewed its energy efficiency within the product you provide to the client?
1.6 Has your organisation reviewed its water use?
1.7 Has your organisation reviewed the waste it produces?
1.8 Does your organisation have an environmental management system?
1.9 If not, why is your organisation not currently actively managing the environmental impacts of its business?
1.10 Does your company communicate its environmental objectives to employees, suppliers and other interested parties?

Social, environmental and ethical supplier assessment questionnaire (continued)

1.11 Does your company set environmental performance targets and objectives against which performance is audited?

1.12 Has your company been successfully prosecuted for infringement of environmental legislation in the past three years?

If yes, please give details of prosecution.

1.13 Does your organisation publish in the public domain a stand-alone environmental report that covers the activities of the business?

If yes, please provide details (e.g. web address or forward hard copies).

Please provide details of any environmental initiatives your organisation has undertaken.

Section 2: Social/ethical policy and practice

2.1 Does your organisation have a policy in place for fair working practices (such as equal opportunities, fair pay, fair disciplinary procedures)?

2.2 How do you comply with the local working conditions?

2.3 How do you ensure that your suppliers comply with local working conditions?

2.4 Does your organisation publish in the public domain a stand-alone social/ethical report that covers the activities of the business?

If yes, please provide details.

Social, environmental and ethical supplier assessment questionnaire (continued)

2.5 Does your organisation have any overseas operations?

If yes, please select all below that are appropriate:

Europe	<input type="checkbox"/>	North America	<input type="checkbox"/>	South America	<input type="checkbox"/>
Africa	<input type="checkbox"/>	Asia	<input type="checkbox"/>	Australasia	<input type="checkbox"/>

2.6 If outside of Europe and North America, please state country:

2.7 How do you comply with the local legal minimum age for employment?

2.8 Do you purchase goods, materials or services from overseas?

If yes, please select all below that are appropriate:

Europe	<input type="checkbox"/>	North America	<input type="checkbox"/>	South America	<input type="checkbox"/>
Africa	<input type="checkbox"/>	Asia	<input type="checkbox"/>	Australasia	<input type="checkbox"/>

2.9 If outside of Europe and North America, please state country:

2.2 How do you comply with the local working conditions?

2.10 Do you have a policy for overseas sourcing?

2.11 How do you verify whether the goods, materials and services you buy from overseas are ethically procured?

Annex M (informative)

Sample sustainable timber procurement policy

This annex is for illustrative purposes only.

It is the policy of the [shopfitting/interior contracting organisation] that all timber and wood-derived products are required to be purchased from independently verifiable legal and sustainable sources.

The [shopfitting/interior contracting organisation] recognise that the production and manufacture of wood-derived products has significant economic, environmental and social impacts. Sustainable forest management is about preserving forests as a source of life for all that depends on it. The organisation believe that timber should be harvested in such a way that it does not threaten the range of goods and services that contribute to human wellbeing, poverty alleviation and sustainable livelihoods. All members of the [shopfitting/interior contracting organisation] recognise that a timber purchasing policy is a valuable tool to help tackle the challenges of illegal logging, deforestation and climate change and to help the shopfitting and interior contracting sector meet their sustainability objectives.

It is therefore the long-term intention of the [shopfitting/interior contracting organisation] that all timber products that are procured will be directly from sustainably managed forests. This policy therefore recognises the responsibility of the shopfitting and interior contracting sector to ensure that we have a neutral, if not positive effect, on the world's forests.

At all opportunities the [shopfitting/interior contracting organisation] will promote the purchase of timber and wood-derived products from independently verifiable sustainable sources only and be traceable from the forest to the final processor through a "chain of custody".

The [shopfitting/interior contracting organisation] should:

- procure products from legal and well-managed forests in compliance with the criteria set in the *UK Government Timber Procurement Policy*;
- refer all those with responsibility for procuring timber and timber products to the Central Point of Expertise on Timber (CPET) [21];
- specify that the timber in question is "fit for purpose" where possible;
- approve our subcontractors and suppliers on the basis of an assessment of their procedures and verification processes relating to the sourcing of timber;
- apply ambitious targets in the implementation and roll out of this policy to increase the volume of timber purchased in compliance with this policy, and measure and report progress against these targets;
- comply with the *International Plant Protection Convention (IPPC)* where applicable [29].



Annex N (informative)

Supplier qualification questionnaire

This annex is for illustrative purposes only.

For day-to-day approval of trade domestic contractors and customer/client appointed contractors the attached questionnaire is deemed suitable.

Information can be taken from the contractor competency questionnaire in Annex O, if more complex information and answers are required.

The term supplier is used to denote either material, subcontract, labour or professional service provider.

A1 A letter from the supplier to a prospective client highlighting the need for the client to be aware of their CDM responsibilities may also be considered.

NOTE A specification for prequalification questionnaires for construction-related procurement is given in PAS 91. **A1**

1. General information

1.0	Company name		
1.1	Address		
1.2	Tel.		1.3 Fax
1.4	Email		
1.5	VAT reg. no.		
1.6	CIS card		
	Please attach copy of CIS certificate		
1.7	Insurances		
		Insured amount	Expiry date
	Public liability	£	
	Employer's liability	£	
	Please attach copy of insurance certificates		

2. Health and safety

2.1 Risk assessments and method statements

You will be required to supply method statements and risk assessments for all site activities. Please supply an example of your method statements and risk assessments.

2.2 Safety performance

For the last year please confirm:

Number of reportable injuries		Number of fatalities	
--------------------------------------	--	-----------------------------	--

2.3 National Skills Registration

We have a policy that all site **A1** workers **A1** will be in possession of a valid National Skills Registration card.

Please confirm the percentage of your site **A1** workers **A1** who hold this card:

Supplier qualification questionnaire (continued)

3. References

3.1 Trade references

Please give details of two trade references with whom you have traded in the last 12 months

Company name and nature of business

Contact

Address

Tel.

Company name and nature of business

Contact

Address

Tel.

3.2 Bank details

Please give details of your bank including account number and sort code

Banker

Address

Tel.

Account no.

Sort code

3.3 Completed projects

Please give details of three recently completed projects including details of your extent of work and value of contract

Project name	Date completed	Description	Contract value and period

4 Declaration

I/We confirm that the information given is a true record.

Signature

Date

Name *Please print*

Position

Annex O (informative)

Contractor competency questionnaire

NOTE ^{A1} A specification for prequalification questionnaires for construction-related procurement is given in PAS 91. ^{A1}

Please answer all the following questions. All responses shall be treated confidentially. The questionnaire has been designed for you to comment in your own words. Should there be insufficient space on the form for your reply please use a separate continuation sheet.

NOTE This audit should be followed on a 12-month cycle.

1. General information

1.01 Trading name	
1.02 Registered office address	
	Postcode
Tel.	Fax
Email	
Website	
1.03 Correspondence address <i>if different from above</i>	
	Postcode
Tel.	Fax
Email	
1.04 VAT registration no.	
1.05 Company registration no.	
1.06 CITB registration no.	
1.07 Trading name of parent company <i>if applicable</i>	
1.08 Address	
	Postcode
Tel.	Fax
1.09 Member of contracting association	
<i>Please state which associations, i.e. NICEIC, NAS, etc.</i>	

Contractor competency questionnaire (continued)

1.10 Public liability insurance cover

Amount £

Expiry date

Please provide copies of certificates or broker's letter

1.11 Employer's liability insurance cover

Amount £

Expiry date

Please provide copies of certificates or broker's letter

1.12 Please state your company's main area of expertise:

i.e. building, shopfitting, mechanical services, electrical, etc.

1.13 Please state any other services, which you could provide:

1.14 Are you able to undertake design work?

Yes

No

1.15 Please indicate the average value of a project under your control:

Values exclude VAT

Under £25k

£25k – £50k

£50k – £100k

£100k – £250k

£250k – £1k

Over £1m

1.16 Please indicate the maximum value of a project under your control

Values exclude VAT

Under £25k

£25k – £50k

£50k – £100k

£100k – £250k

£250k – £1k

Over £1m

1.17 How many people does your company directly employ on a permanent basis?

Exclude self-employed labour

Management

Tradesmen

1.18 How many self-employed work for your company?

Management

Tradesmen

1.19 Is your company BS EN ISO 9001 certified?

Yes

No

If yes, please supply details

1.20 Is your company working towards BS EN ISO 9001 certification?

Yes

No

If yes, please state expected date of approval

1.21 What other quality assurance do you have in place?

Contractor competency questionnaire (continued)

2. Health and safety issues

2.01 Do you have a written health and safety policy statement?

If yes, please enclose

Yes

No

2.02 Who within your organisation holds ultimate responsibility for health and safety?

Who else within your organisation is accountable for health and safety?

Please provide job descriptions and qualifications

2.03 If any part of the proposed works is to be subcontracted outside your organisation please give details (what and by whom):

NOTE Annex O provides a question set that can be used with subcontractors.

2.04 Do you have health and safety compliance procedures, e.g. permit to work, system manuals, etc. *If yes, please enclose*

Yes

No

2.05 Do you have standard procedures for risk assessment and communication?

If yes, please enclose

Yes

No

2.06 Have any HSE Enforcement or prohibition notices been served against you in the last three years? *If yes, please enclose*

Yes

No

2.07 Please supply details of resources/management structure for projects together with skills, experience, health and safety training and qualifications of staff who will be involved in company projects:

2.08 Outline your lost time accident record over the last three years. Give details of investigation and reporting system:

Contractor competency questionnaire (continued)

2.09 Are you in receipt of any safety performance awards?

If yes, please enclose

Yes ☐

No ☐

2.10 Who will provide health and safety advice and surveillance on company projects?

Please provide experience and qualifications

2.11 Do you operate employee Health and Safety committees?

If yes, please enclose

Yes ☐

No ☐

3. Designer competency

This section to be completed only if question 1.14 answered YES otherwise proceed to section 4.

3.01 Do you undertake your own design work?

Yes ☐

No ☐

3.02 Do you use a design/architectural consultant?

If yes, please state name, address and telephone number of consultant



Yes ☐

No ☐

3.03 How many design staff do you employ on a permanent basis?

3.04 Please give details of the experience and qualifications of the design staff employed.

3.05 Please give details of technical facilities available to aid design staff.

3.06 Please give details of the training that has been given to design staff in respect of the  Construction (Design and Management) Regulations 2015 [1] .

Contractor competency questionnaire (continued)

3.07 Please give details of the training that has been given in respect of design risk assessments.

3.08 What procedures do you have in place to record and advise the ☐ principal designer ☐ of risks which cannot be avoided?

3.09 What procedures do you have in place to ensure your design work is coordinated with other designers?

3.10 Please provide details of any professional indemnity insurance cover you have in place.
Please provide proof

4. References

4.01 Please give details of recently completed projects together with a brief description, date and value.

	Description	Value	Contract period or programme
Project			
Project			
Project			

Contractor competency questionnaire (continued)

4.02 Before your company can be an approved contractor/supplier, the company requires:
a) three professional references;
b) bank reference.

Please provide details of three professional referees that the company may contact to obtain a reference:

Name	
Job title	
Company	
Address	
	Postcode

Name	
Job title	
Company	
Address	
	Postcode

Name	
Job title	
Company	
Address	
	Postcode

4.03 A bank reference has been returned with this questionnaire.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

Contractor competency questionnaire (continued)**5. Declaration**

I/We confirm that the information given is a true record.

Signature		Date	
Name <i>Please print</i>		Position	
Company stamp			

You are advised to complete and return your questionnaire as soon as possible otherwise there may be a delay in assessing your information.

Please return your completed questionnaire to:

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Loss Prevention Council and Fire Protection Association publications are available from: www.thefpa.co.uk

National Association of Shopfitters codes of practice and guidance are available from: www.shopfitters.org

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