

excellence through innovation

Pell Frischmann



**HEALTH AND SAFETY
MANAGEMENT REVIEW REPORT
1 January 2018 – 31 December 2018**

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

1. PURPOSE OF THE HEALTH AND SAFETY MEETING 2018

It is a requirement of the Health and Safety (Consultation with Employees) Regulations 1996 that PF consults the Local H&S Co-ordinators (non-managerial representatives) with regards to H&S issues that affect the Company and its employees.

This Report covers the period from the 1 January 2018 to the 31 December 2018.

The annual H&S Meeting is scheduled to take place on the 29 January 2019 at 10.00AM, by conference call.

2. REVIEW OF OUTSTANDING ACTIONS FROM THE LAST MEETING

There are no outstanding actions from the last meeting.

3. THE DEGREE TO WHICH THE HEALTH & SAFETY OBJECTIVES/TARGETS AND IMPROVEMENTS HAVE BEEN ACHIEVED SINCE THE LAST MEETING

Objectives and targets set at 2018 Meeting	Objectives and targets achieved by 31 December 2018
Maintain certification to OHSAS18001: 2007 (5 offices)	Achieved
No prohibition notices or enforcement orders	Achieved
Reduce the Company Accident Frequency Rate from 0.95 to 0.50 No RIDDOR accidents	AFR = 0.86. Not achieved Achieved
Zero non-conformity arising from Evaluation of Compliance with Legal & Other Requirements (H&S audits)	Not achieved. 6 internal audits performed & 7 CARs issued (2017– 10 internal audits & 16 CARs issued)
Comply with H&S legislation and other applicable standards by: <ul style="list-style-type: none"> ➤ Monitoring changes in H&S legislation and other standards and ensure that PF's register and processes are updated accordingly. ➤ No enforcement notices. ➤ No non-conformities from external auditors 	Achieved Achieved Not achieved - 1 minor CAR
100% of First Few Days Induction Checklist and their Griffiths and Armour H&S training modules/tests; to be completed on time (within 30 days of joining the Company).	Not achieved – approximately 98% compliance achieved
100% of the refresher Griffiths and Armour H&S training modules/tests; to be completed on time (within 30 days of the training account being set up).	N/A

Improvements agreed at 2018 Meeting	Improvements achieved by 31 December 2018
Monthly LHSC tours	Achieved
Deputy Director tours every 6 months.	Achieved
H&S safety alerts via e-mails and H&S Awareness Briefings via INNOV8 Front Page	Achieved
H&S in Design Lessons Learnt (modular design for manufacturing assembly & BIM Level 2) via INNOV8 Front Page	Not achieved
Quarterly Office Principal/LHSC office tour and meeting	Not achieved
H&S to be an Agenda item at Management Meetings	Not achieved
H&S Moment to be discussed at the start of all PF meetings	Not achieved
Advanced driver training for those who do significant business mileage per annum. G&A Driver Assessment launched. Those who score high risk of accidents will be offered advanced driver training.	Ongoing

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

4. REVIEW HEALTH & SAFETY POLICY

The Health & Safety Policy has been revised to meet the requirements of ISO45001: 2018. The Policy is linked to the Vision, Mission and Core Values.

HEALTH AND SAFETY POLICY STATEMENT **Health and Safety at Work etc. Act 1974**

The Company's policy on health and safety applies to all companies in the Pell Frischmann Group including any subsidiaries.

It is important that every employee is aware of his or her obligations under this Health and Safety Policy Statement, and any queries should be addressed to the Chairman or the Deputy Health and Safety Director.

Our statement of general policy is:

- *Promoting an environment where everyone makes safety personal and helps to create a zero-harm culture. The Company provides and maintains safe and healthy working conditions, equipment, and safe systems of work for all our employees, and to provide such information, instruction, supervision and training, as they need for this purpose*
- *The Directors are committed to the prevention of work-related injury and ill health for our employees and others affected by our work and to the promotion of the health and wellbeing of our employees*
- *To ensure appropriate preventative and protective measures are implemented and maintained to eliminate or minimise any hazards and reduce health and safety risks to an acceptable level for our employees and others affected by our work, and the environment following the identification of work-related hazards and assessment of the risks related to them*
- *To be committed to fully consult our employees and employees' representatives and seek their participation on all matters affecting their health, safety and wellbeing*
- *To acknowledge our responsibility for the health and safety of other persons who may be affected by our activities and the need to maintain an effective communication system between interested parties*
- *That evidence of professional safety management practice is and will remain a condition of our employment of third parties employed to assist with our operations*
- *To comply with all current applicable health and safety legislation and other relevant health and safety requirements that relate to our health and safety hazards*
- *The ultimate responsibility for health and safety is with the Board who ensure that adequate financial and physical resources are provided to secure a safe and healthy working environment for our employees*
- *The Board is committed to this Policy and all staff are required to comply as a condition of their employment. They are encouraged to assist in the Board's further commitment to the continual improvement in our Health and Safety Management System and performance to improve our business*
- *To ensure continual improvement in our health and safety performance, health and safety objectives are set by the Senior Management Team at Management Review*
- *This Policy will be reviewed annually or as required to ensure that it remains relevant and appropriate to the activities of the Company. The arrangements and processes for implementing this Policy are controlled through the Company's Business Management System*

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

5. UPDATING THE H&S DOCUMENTS WITHIN THE BMS

- The H&S Director signed the H&S Policy (OHSAS18001: 2007) on the 1 May 2018
- All H&S Work Instructions have been reviewed to ensure these meet the requirements of ISO45001: 2018
- The Register of Legal and Other Requirements was last reviewed on the 1 November 2018

6. H&S CONSEQUENCES OF NEW TECHNOLOGY INTRODUCTION

The new ERP System (timesheets, expenses and absences) was introduced into the Company in January 2018. Analysis of working hours and business mileage incurred will be 'live' information but reports may have to be written by the Data Scientists employed by the Company. This will enable PF to ensure it complies with relevant H&S Regulations.

PAS1192-2: 2013 (BIM Level 2) certification was achieved in September 2018, for Exeter, London, Wakefield, Bishops Stortford and Birmingham offices. Once the Luton and Nottingham offices achieve ISO9001: 2015 certification, they will then be added to the PAS1192-2: 2013 certification. In time, all sectors will be working to BIM Level 2. BIM Level 2 can be programmed to ensure that the project's Design Risk Assessment (DRA) and the Pre-construction H&S File are uploaded into the project library within the common data environment. Any design issues that are raised when the clash detection programme is run, will identify if the DRA, drawings and the pre-construction H&S File requires further revision.

7. COMMUNICATION, PARTICIPATION AND CONSULTATION

The Company ensures that communication, consultation and participation take place with all staff as follows:

- The Deputy H&S Director communicates H&S information to all staff through the LHSCs, directly by e-mail and H&S Awareness Briefings and Roadshows, and dealing with general matters that affect the H&S of staff
- LHSCs who are non-managerial workers attend the Annual H&S Committee Meeting. The meeting is held to ensure compliance with the Health and Safety (Consultation with Employee) Regulations 1996
- By seeking assistance in ensuring the Company appoints competent people to assist it with complying with H&S law
- Shared Services regular consultation and participation with the LHSCs
- H&S notice boards are used to communicate the H&S Policy and its objectives, local H&S issues and the names of the Deputy H&S Director, H&S Co-ordinator and the LHSC
- Issuing safety alerts
- Accident, incident and hazardous situation investigation
- Office inspections
- H&S consequences of introducing new or changes to existing premises, products, services, processes, technologies, knowledge or information being discussed
- H&S consequences of new and revised legal and other requirements being discussed
- Changes in knowledge or information about H&S hazards and risks being discussed
- Establishing needs and expectations (requirements) of staff (managerial and non-managerial), clients and other relevant interested parties
- Determining what needs to be communicated and how this shall be done
- Assigning roles, responsibilities and authorities
- In the development, review and continual improvement of Policies and the BMS
- People development – induction and refresher training, Personal Development Reviews (competency, training and objectives); H&S, BMS and job-related training, and career development
- Participation in risk assessments and method statements, to identify and eliminate aspects and hazards and to reduce impacts and risks
- Staff presentation and meetings such as in the offices with staff, sectors, management teams
- Suggestion scheme on INNOV8
- Internal audit programme, non-conformities and corrective actions including evaluating the need for these
- Management Review inputs and outputs

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

8. INTRODUCTION OF MEASURES THAT MAY AFFECT H&S AND ARRANGEMENTS FOR COMPETENT H&S ADVICE

To satisfy the requirements of the Management of H&S at Work Regulations 1999 as amended 2006; the Company has appointed:

- Caroline Roche as the Company's H&S Co-ordinator provides general, occupational health and construction H&S advice
- Sam Bevington provides office H&S advise
- Kamran Keenan provides rail H&S advice

H&S Audits of all PF offices are performed by the H&S Co-ordinator (Caroline Roche).

The Local H&S Co-ordinators (LHSCs) continue to undertake their roles and fulfil their responsibilities with regards to H&S.

9. INTERNAL HEALTH AND SAFETY AUDITS

Six internal H&S audits were performed between the 1 January 2018 and 31 December 2018 resulting in 7 CARs being issued (10 audits resulting in 16 CARs being issued during 2017). Average CARs Per Audit KPI = 1.17 (2017 = 1.60).

Comparison of the CARs issued in 2017 (in brackets) versus 2018 are as follows:

CAR	Bir	BS	Exe	Lon	Lut	Wak	Total
DSE Risk Assessment not completed or actions from DSE Assessment not followed up	1 (1)	1 (1)	0 (0)	0 (2)	0 (0)	1 (2)	3 (6)
Workplace Environment – lack of tidiness or cleanliness	0 (3)	1 (0)	0 (0)	0 (0)	0 (0)	0 (2)	1 (5)
H&S inductions not completed	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Legionella risk assessment & water temperature resting required	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Landlord's fire risk assessment & PF fire hazards identified	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Lift Certificate – no current certificate in place or could be located during the audit	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (1)	0 (2)
Electrical equipment not PAT	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)
New Asbestos Management Plan required	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (1)
No Site Preliminary Checklist in place before site visits took place	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (1)
Total	2 (4)	4 (3)	0 (0)	0 (2)	0 (0)	1 (7)	7 (16)

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

Legal compliance has not been met as proved by several of the CARs noted above. These CARs are followed up to ensure close out and are also considered when the next internal H&S audit is performed in the respective office.

10. REVIEW EXTERNAL AUDITS

BSI Audits

The OHSAS18001: 2007 certification has been maintained for PF's 5 UK offices during the year.

Eight audits had taken place resulting in 1 Minor CAR being issued (8 audits resulted in 4 Minor CARs being issued in 2017). Average CARs Per Audit KPI = 0.125 (2017 = 0.50). The reason for the CARs are as follows:

BSI CAR	Bir	BS	Exe	Lon	Wak	Total
IT equipment not PAT	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (1)
Fire warden training not confirmed	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
CDM Principal Designer role not affected	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Incorrect DSE form completed	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Daisy chaining of leads under desks	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Total	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	1 (4)

Achilles UVDB and TransQ RISQS Audits

During the year, the Achilles UVDB audit took place at the Exeter office. The score was 100% for quality, environment and H&S.

The TransQ RISQS audit was delayed from September 2018 to January 2019 due to a change of certification body by Rail Safety Standards Board.

CHAS Registration

CHAS registration has been renewed until 11 March 2019.

11. IDENTIFICATION OF H&S DEPARTMENT RESOURCE NEEDS

The necessary resources are provided by the H&S Director, the H&S Co-ordinator, Shared Services Manager, Rail H&S Co-ordinator and Local H&S Co-ordinators. No additional resources are required at present, although under review due to existing and potential acquisitions, and the opening of new offices.

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT 1 January 2018 – 31 December 2018

12. HEALTH & SAFETY ACCIDENTS/INCIDENTS/CLOSE CALLS

There was no RIDDOR reportable accidents in 2018 (1 in 2017).

There have been **7 accidents** recorded during 2018 (4 accidents in 2017). The Accident Frequency Rate is 0.86 (2017 = 0.55). These were:

Accident	Bir	BS	Exe	Lon	Lut	Mdh	PFI	Sun	Wak	Total
Road traffic accident	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)	0 (0)	0 (0)	1 (1)
Cut finger	0 (0)	0 (1)	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)	1 (2)
Scald to hand (hot liquid)	0 (0)	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)	0 (0)	1 (1)
Bang on head due to object falling	0 (0)	0 (0)	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Bumped head due to colliding with a beam in HR Dept	0 (0)	0 (0)	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Tripped over IT equipment	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)	1 (0)
Pulled muscle whilst carrying heavy item	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)	1 (0)
Total	0 (0)	0 (2)	0 (1)	2 (1)	0 (0)	0 (0)	1 (0)	1 (0)	3 (0)	7 (4)

There have been **5 incidents** recorded during 2018 (9 incidents in 2017). These were:

Incident	Bir	BS	Exe	Lon	Lut	Mdh	PFI	Sun	Wak	Total
Tree uprooted in front garden caused by Storm Doris	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)
Widespread power failure	0 (0)	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)
Large tree branch became unsafe in rear car park	0 (0)	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)
Part of ceiling light fell during demolition	0 (0)	0 (0)	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)
Office front door preventing access/egress	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)
Office broken into	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)
Driver's side window smashed due to flying gravel	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (1)
Suspected asbestos disturbance	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (1)
Highway maintenance beacon adaptor overheated	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (1)
Member of staff sat on broken chair which collapsed	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)
4 way plug malfunction	0 (0)	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Power outage caused by stepping on lead	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1 (0)	0 (0)	0 (0)	0 (0)	1 (0)
Desk fan blade shattered on use during hot summer	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	2 (0)	2 (0)
Total	0 (1)	1 (0)	1 (2)	0 (1)	0 (2)	1 (0)	0 (0)	0 (0)	2 (3)	4 (9)

No close calls were recorded in 2018.

Any necessary corrective actions from accidents and incidents have been implemented. Full details of accident and incident investigation can be seen in the various logs that are available on INNOV8 in the H&S Documents Library – Accident and Incident Records sub-directory and in the individual Accident and Incident Reports.

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

13. IDENTIFICATION OF HEALTH & SAFETY TRAINING NEEDS

It is a requirement of the Management of Health and Safety at Work Regulations 1999 as amended 2006 and OHSAS18001: 2007/ISO45001: 2018 that all PF staffs receive adequate training. This is achieved through:

- Induction upon joining the Company and training identified in Personal Development Reviews
- Refresher training provided every three years
- Training identified as the need arises e.g project requirements, changes in legislation, planned/new activities for the Company
- Emergency response practices such as the annual planned fire drills of all offices and unplanned emergency evacuations, as these arise. Records of the fire drills and emergency evacuations are maintained by Office Managers and any lessons learnt are communicated to staff

New starters are added to the Griffiths and Armour Interactive Training System when they join PF. All permanent members of staff are required to complete the following core modules and tests:

- Anti-bribery Awareness
- Environmental Awareness
- General Safety
- Display Screen Equipment
- Slips and Trips

Designers completed the CDM2015 module and test.

Agency staff complete the following modules and tests:

- General Safety
- Anti-bribery Awareness

The following modules will be completed by staff who undertake certain roles such as Office Manager, Caretaker and when staff are travelling overseas:

- Asbestos Awareness
- Hazardous Substances
- Working at Height
- Travelling Abroad

In 2017, Griffiths and Armour developed a system of automatic refresher training reminders. For PF staff, the reminders have been set up to remind staff that during their employment, refresher training is required every three years. The first reminders were issued in May 2018.

It has been agreed to instruct Griffiths and Armour to develop an Occupational Health training module/test for PF staff, at a cost of approximately £3,000. The draft module and test has now been written and it is anticipated that 'go live' will be in April/May 2019.

14. SUGGESTED HEALTH AND SAFETY IMPROVEMENTS FOR 2019

The following improvements are suggested for 2019:

- Seek ISO45001: 2018 certification for the 5 offices already on OHSAS18001 certification and for Luton + Nottingham offices
- Griffiths and Armour Occupational Health module/test
- One Mental Health First Aider per office
- Monitor percentage of H&S CARs closed out on time – link to H&S Dashboard
- H&S communication, participation and consultation:
 - New H&S Awareness Briefings – zero harm, sickness reporting, slips trips and falls, site awareness, vision health, confined spaces and lone person working in the winter
 - Deputy H&S Director tours – working outside of the office awareness and close call reporting, and overview of previous tours (for new starters)
- H&S Dashboard
- Automated processes:
 - Site Working Preliminary Checklists
 - Rail sector competencies
 - Close call reporting

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

15. SET HEALTH & SAFETY OBJECTIVES, TARGETS & PROGRAMME FOR 2019

Health and Safety Objectives	Action Required to achieve objective	Target date	Responsible
<p>Everyone makes safety personal and helps create a zero-harm culture.</p>	<p>H&S alerts issued</p> <p>H&S Policy issued to all staff</p> <p>Ensure LHSC inspections are carried out every month and deficiencies are dealt with within three months. Any outstanding deficiencies are then escalated to the H&S Co-ordinator</p> <p>Office Principals H&S inspections are carried out, once per quarter</p> <p>100% of First Few Days Induction Checklist and the five Griffiths and Armour Interactive Training modules/tests to be completed within 30 days of joining PF</p> <p>100% of the refresher Griffiths and Armour Interactive Training modules/tests every three years; to be completed within 30 days of renewal notification being issued</p> <p>Ensure that all aspects of the PF H&S management system are complied with</p>	<p>31 December 2019</p>	<p>H&S Director</p> <p>H&S Co-ordinator</p> <p>LHSC/Office Principals/ H&S Co-ordinator</p> <p>Office Principals</p> <p>All staff</p> <p>All staff</p> <p>All staff</p>
<p>Comply with H&S legislation and other applicable standards</p> <p>Zero non-conformity arising from Evaluation of Compliance with Legal & Other Requirements.</p> <p>No prohibition notices or enforcement orders.</p> <p>No occupational health complaints.</p> <p>No client and relevant other interested parties' complaints.</p>	<p>Monitor changes in H&S legislation and other standards and ensure that PF's register and processes are updated accordingly.</p> <p>No H&S CARs issued by BSI</p> <p>Ensure that all aspects of the PF H&S management system are complied with</p> <p>Monthly LHSC inspections and deficiencies addressed</p> <p>Internal audits</p> <p>Mentoring and training as required</p>	<p>31 December 2019</p>	<p>H&S Co-ordinator</p> <p>Office Principals/All staff</p> <p>All staff</p> <p>Office Principals/LHSCs</p> <p>H&S Co-ordinator</p> <p>Office Principals/All staff</p>

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT
1 January 2018 – 31 December 2018

Health and Safety Objectives	Action Required to achieve objective	Target date	Responsible
Maintain OHSAS18001: 2007 certifications. Seek ISO45001: 2018 Certification	Ensure those offices on the certificate are following all aspects of the PF H&S management system No H&S CARs issued by BSI	25 November 2019	Office Principals/All staff Office Principals/All staff H&S Co-ordinator
Prevention or work-related injury and ill health Reduce the company Accident Frequency Rate from 0.86 to 0.75 Zero RIDDOR accidents.	Occupational Health Work Instruction issued Ensure that all aspects of the PF H&S management system are complied with Hazards are identified, and appropriate risk assessments are in place 100% of First Few Days Induction Checklist and Griffiths and Armour Interactive Training modules/tests to be completed within 30 days of joining PF 100% of the refresher Griffiths and Armour Interactive Training modules/tests every three years; to be completed within 30 days of renewal notification being issued Regular walk rounds in office undertaken and recorded Health surveillance implemented; if required Monitor H&S issues Ensure that LHSCs are in place and are fulfilling their roles Ensure LHSC inspections are carried out every month and deficiencies are dealt with within three months. Any outstanding deficiencies are then escalated to the H&S Co-ordinator	31 December 2019	H&S Co-ordinator All staff H&S Co-ordinator All staff LHSCs/Office Principals Office Principals H&S Director Office Principals Office Principals/LHSCs LHSC/Office Principals/H&S Co-ordinator

HEALTH AND SAFETY MANAGEMENT REVIEW REPORT

1 January 2018 – 31 December 2018

Health and Safety Objectives	Action Required to achieve objective	Target date	Responsible
<p>Reduce the number of internal CARs raised for:</p> <ul style="list-style-type: none"> ➤ H&S Training – First Few Days Induction & Griffiths and Armour Initial/Refresher Training to be completed within 30 days. Zero CARs ➤ DSE Risk Assessments to be completed within 30 days of joining the Company, 3-year renewal, when moving desk or an issue identified a new risk assessment is required. Zero CARs ➤ Workplace Environment. Zero CARs 	<p>Ensure LHSC inspections are carried out every month and deficiencies are dealt with within three months. Any outstanding deficiencies are then escalated to the H&S Co-ordinator</p> <p>Internal audits</p> <p>100% of internal CARs raised are closed out by the target date</p> <p>Mentoring and training as required</p> <p>Ensure that all aspects of the PF H&S management system are complied with</p>	31 December 2019	<p>Office Principals/LHSCs H&S Co-ordinator All staff</p>
<p>Consult employees and seek their views on all matters affecting their H&S.</p>	<p>Staff presentation held in each office</p> <p>Annual meeting with LHSCs</p> <p>Deputy H&S Director to distribute questionnaire to LHSCs seeking their feedback on H&S before meeting</p> <p>Consultation and participation with all staff regarding any H&S concerns</p> <p>Business Unit/Department meetings</p>	31 December 2019	<p>Office Principals</p> <p>Deputy H&S Director, H&S Co-ordinator, LHSCs & BUDs</p>
<p>Safety management practice is a condition of employing third parties to assist with our operations.</p>	<p>Subcontractor and Agents Management Work Instruction issued</p> <p>Supplier Management Work Instruction issued</p> <p>List of Approved Subcontractors maintained</p> <p>Internal subcontractor management audits performed</p>	31 December 2019	<p>All staff</p> <p>H&S Co-ordinator</p>