

project safety matters

aps association
for project
safety

Issue 13 | Autumn 2020

The voice of good practice in design & construction,
health & safety risk management

08

Building safety bill

13

APS capability framework

22

Dreaming the dream

The Standards Issue

Page 32
Internal market

Page 26
Covid-19 update



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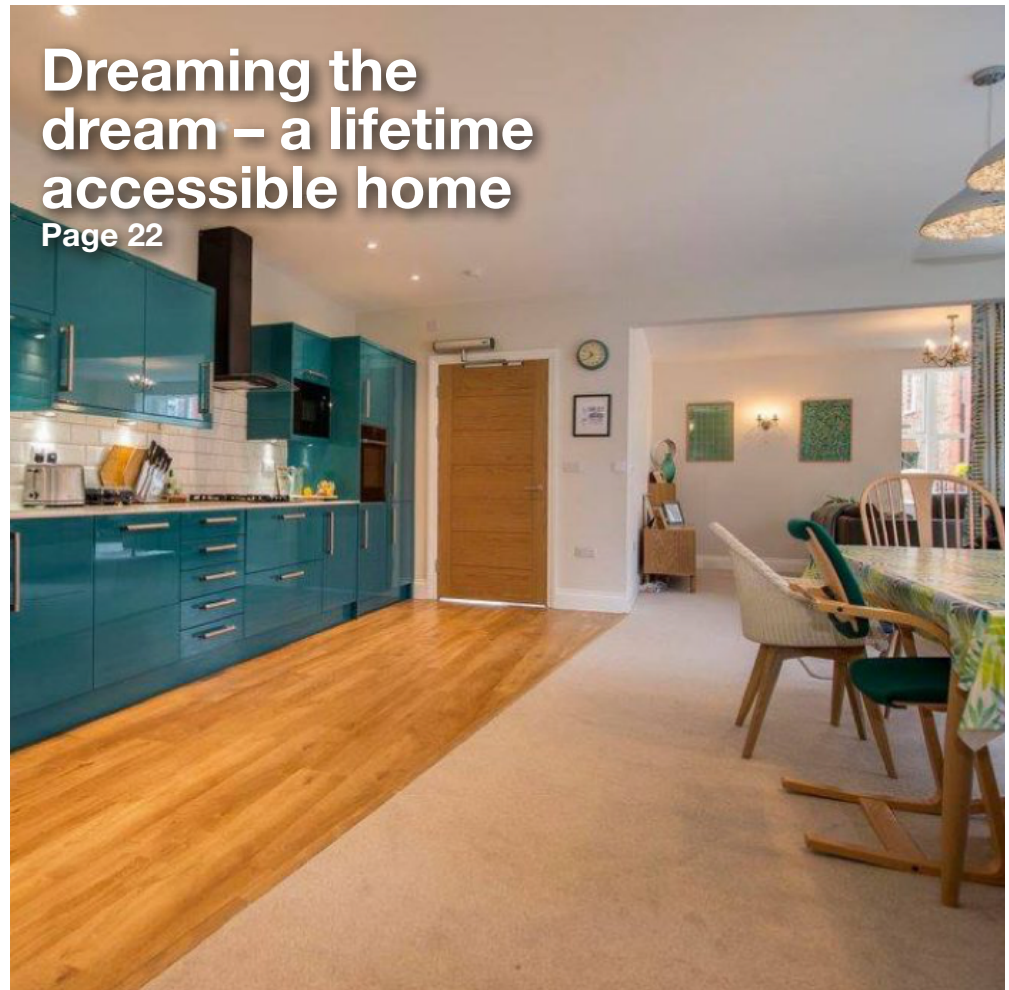
Zoe Hewer – Safetyform CEO

“Our vision is underpinned by some simple but essential values that are intrinsic to the way in which we operate and how we deliver our services to our customers.”



- 04 CEO's foreword
- 05 Facing the future
- 06 Raising standards and rising to the challenge together
- 08 Building safety bill
- 12 Brexit update - data protection
- 13 Skills for the future - APS capability framework
- 20 BSI Flex – an overarching framework for competence
- 21 An industry approach to raising standards
- 22 Dreaming the dream – a lifetime accessible home
- 26 Covid-19 update
- 28 Membership matters
- 30 Regional round-up
- 32 Internal Market Bill
- 34 President's postscript

While we aim to use images that demonstrate best practice in this magazine, some are for illustrative purposes only.



Dreaming the dream – a lifetime accessible home

Page 22

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Raising standards and rising to the challenge together

Page 06



Covid-19 update

Page 26

Regional round-up

Our quarterly run around the regions bringing you news of events and activities up and down the country.

Page 30

CEO's foreword

As APS gears up for the 2020/21 session, you're going to be hearing a lot about capabilities, competence and skills over the coming months.



Lesley McLeod

Work is going on at pace, across the construction sector, to make sure professionals have the skills to discharge their legal duties – and not just adequately, but well.

So, in this edition of your Project Safety Matters, we set out the APS roadmap to how we look at the capabilities you need for projects of different degrees of complexity. I encourage you to read the summary of the proposals from our director Steve Ash and the membership committee.

We are consulting on his proposals, so this is your opportunity to have your say. We have links to the full consultation, and an open invitation to attend a free webinar, where Steve, Byrne Wilde and Philip Baker will answer your questions. Look out for the invitation coming your way soon.

But you will see that the APS response to demands from government and the regulator to up

the construction game is not a voice in the wilderness. We have a report on what has been going on at the Construction Industry Council and at the BSI.

There is also an update on the Building Safety Bill which will see many of the construction capabilities enshrined in law in England. This will herald a period of intense work to bring the regulations in line with the new law when it is enacted – likely to be Spring or early Summer next year, although there may be a bit of a lag before it is fully implemented. There will certainly be pressure on the devolved administrations to dovetail the rules, so the UK has, as much as possible, a system that operates everywhere. We will be picking up on this in the next edition when we look at the Internal Market Bill.

But, for now, there are other matters that cannot be ignored. As Covid-19 seems to be gathering speed for a Winter blast we have an update



The new President and President-elect plan to work on a four-year programme to up skills and reform the association, so that we can provide more services for you all.

on what is going on, and some signposting to where businesses can get government support during the crisis. The situation with Covid-19 is changing very quickly, so we will try to keep you abreast of developments on a weekly basis in the newsletter.

Thankfully, change is at a somewhat slower pace across the APS family. But we have a 'cut-out-and-keep' guide to who's who on the Board and, in the regions after recent elections. President Jonathan Moulam sets out his stall in the now regular President's Postscript feature and we are joined by President-elect Ray Bone. Ray will be well known to many of you. Between them the President and President-elect plan to work on a four-year programme – running their presidential terms together - to up skills and reform the association so that we can provide more services for you all.

It is going to be an exciting time.

ON-SITE SALLY

THERE ARE THREE SIMPLE ACTIONS WE MUST ALL DO TO KEEP ON PROTECTING EACH OTHER

01/ WASH HANDS
KEEP WASHING YOUR HANDS REGULARLY

02/ COVER FACE
WEAR A FACE COVERING IN ENCLOSED SPACES

03/ MAKE SPACE
STAY AT LEAST 2 METRES APART - OR 1 METRE WITH A FACE COVERING OR OTHER PRECAUTIONS



Facing the future



As the new presidential team gets going with their agenda for the next four years, Jonathan Moulam and Raymond Bone – the President and President-elect – set out their key priorities for the coming months.

Of all the challenges we face together, we think the three most pressing are: 1) upping our game - both across APS and with colleagues throughout the sector - to create a safer industry once we emerge from Covid-19; 2) providing a framework to build capability in the workforce so construction is seen as a career of choice and can attract, develop and retain well-qualified professionals; and 3) raising the ceiling on skills so the construction industry can address past problems and face the consequences of Grenfell.

This means:

1. Addressing our failings and looking to the future

Covid-19 has highlighted many of the deficiencies we all knew existed. We believe APS should take the lead on helping the construction industry find new ways to work that puts the safety and health of workers – and

their families – centre stage. This must extend to the users - from outset to decommissioning - of the projects on which we are all engaged.

2. Building a super-skilled workforce

Finding the right people for any project is one of the biggest challenges facing the industry and we are determined that APS will help everyone keep up with the pace of the country's infrastructure demands and the need for new homes. We will be at the forefront of discussions with government and the regulator to make sure your voice is heard and so APS has input to the decisions currently being made in the Building Safety Bill and beyond.

You need to be proud to be part of the APS. This will help retain, develop and grow our membership so you become a stronger voice

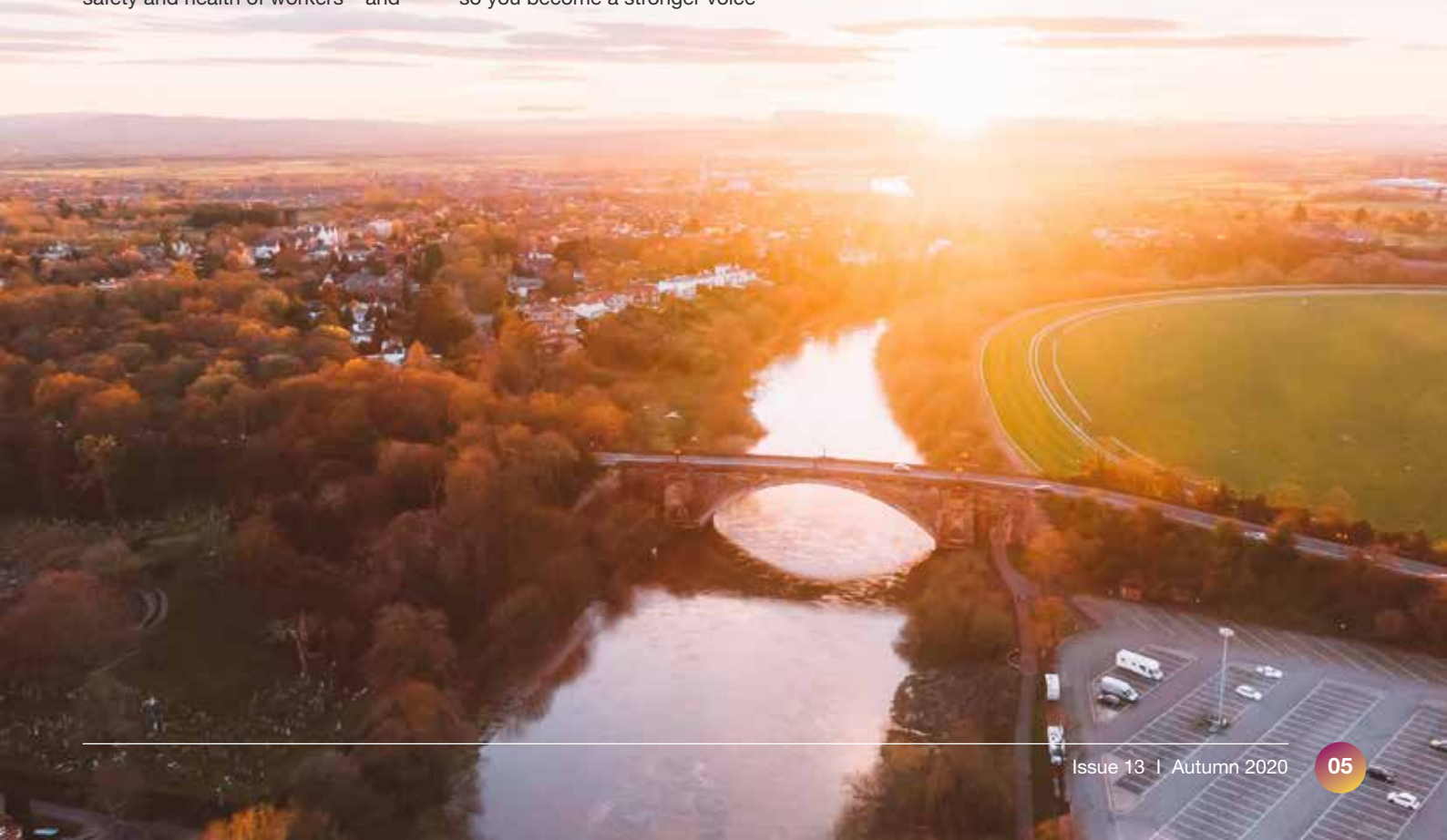


Change is coming – whether we want it or not – and APS must be at the heart of framing and delivering the new rules and dutyholder roles.

for safety. We are determined to make the association more focused, welcoming and attractive and will work more closely with training providers, industry partners and education providers to widen access to learning and qualifications that demonstrate the knowledge and capabilities clients demand.

3. Upping our game

Change is coming – whether we want it or not – and APS must be at the heart of framing and delivering the new rules and dutyholder roles. No other organisation is better placed to shape the statutory duties for the new Principal Designer, help form the thinking around the new Building Safety Regulator and the gateways being designed to ensure safety is handed on throughout the planning, development and use of any building.



Raising standards and rising to the challenge together

Ray Bone stood, and was elected, as your new President-elect. As he starts his two-year term of office, before taking up the presidency after Jonathan Ray, he has a message for everyone at APS as well as all our friends and colleagues across the construction sector.

A history of service

I believe in the Association for Project Safety (APS), its values and aspirations and in its members. I want to use my skills, knowledge and experience to help lead the association and to give it - and the APS family - enhanced standing across the construction sector. I have a track record of conscientious work with APS and other construction sector organisations. I have served on the Council and as a director and have been an enthusiastic regional volunteer committed to making work in construction better and safer.

A wise head

I have over twenty-nine years' practical industry experience backed by sound management skills. I have worked on projects ranging from site management to leading teams of designers, seeing projects through from design to completion. I currently lead a multi-disciplinary team working with high-profile organisations across Europe. I have been the principal officer for all CDM projects for the third largest local authority in the UK responsible for a rolling budget of £568 million. I have introduced CDM management systems to large organisations and explained why DRM can create a safe world of work. I have a qualification in management from the University

of Hull which has prepared me to introduce and manage change, deliver best practice, develop teams and rise to any challenge.

An authoritative leader and trusted voice

As a director in the CDM, health and safety arena I have the experience to lead within APS and the industry. I can ensure the APS voice is heard across the industry by creating opportunities to work constructively with government, regulators, industry partners and training providers. As an experienced lecturer I am well-placed to build stronger relationships with the university and college sector.

If not now, when?

We are facing an accelerating pace of change and it demands positive leadership. This is the right time to rise to the challenge. I can help APS: build on and develop relationships with other professional organisations; advance and increase member services; and show the world how APS can lead in construction and design risk management. I have seen APS develop since it was founded. I was at an APS conference in Leeds when we were challenged to listen to industry and address its needs. We have listened for nearly four years - and done not much more. The time



A team approach is a strong approach. I am good at working with people, am committed to an inclusive approach and believe in leading by example.

has come to deliver. I hope you believe I can be part of that change for the better.

A time of unprecedented change and challenge

The construction industry is facing unprecedented change and challenge. I believe together we can rise to that challenge, helping shape the future of design and construction risk management while improving the prospects of our members. I believe I can lead that change by working with members and industry partners, so APS can be at the heart of shaping and sharing the future of our profession and the safety of everyone involved in, and with, it.

Together we can do so much

A team approach is a strong approach. I am good at working with people, am committed to an inclusive approach and believe in leading by example. This means I can help shape APS's future by working with colleagues and partners to improve construction and design risk management in all aspects of design and construction.

APS has members right across the country and I believe the leadership of the organisation needs to reach out to serve their needs as well as harnessing their professionalism to improve the industry and enhance the reputation and standing of the association.

I also believe APS must build stronger links with other professional organisations and join forces in areas of common interest. But, while it is vital to build strong relationships with decision makers - such as the government, the HSE and industry partners - our individual voice must be heard. APS needs to stand its ground and provide constructive challenge where our expertise is of value.

Business in a business-like way

I have a simple belief that the APS leadership needs to demonstrate how we are rising to the challenge. We have to: listen; consider - taking on



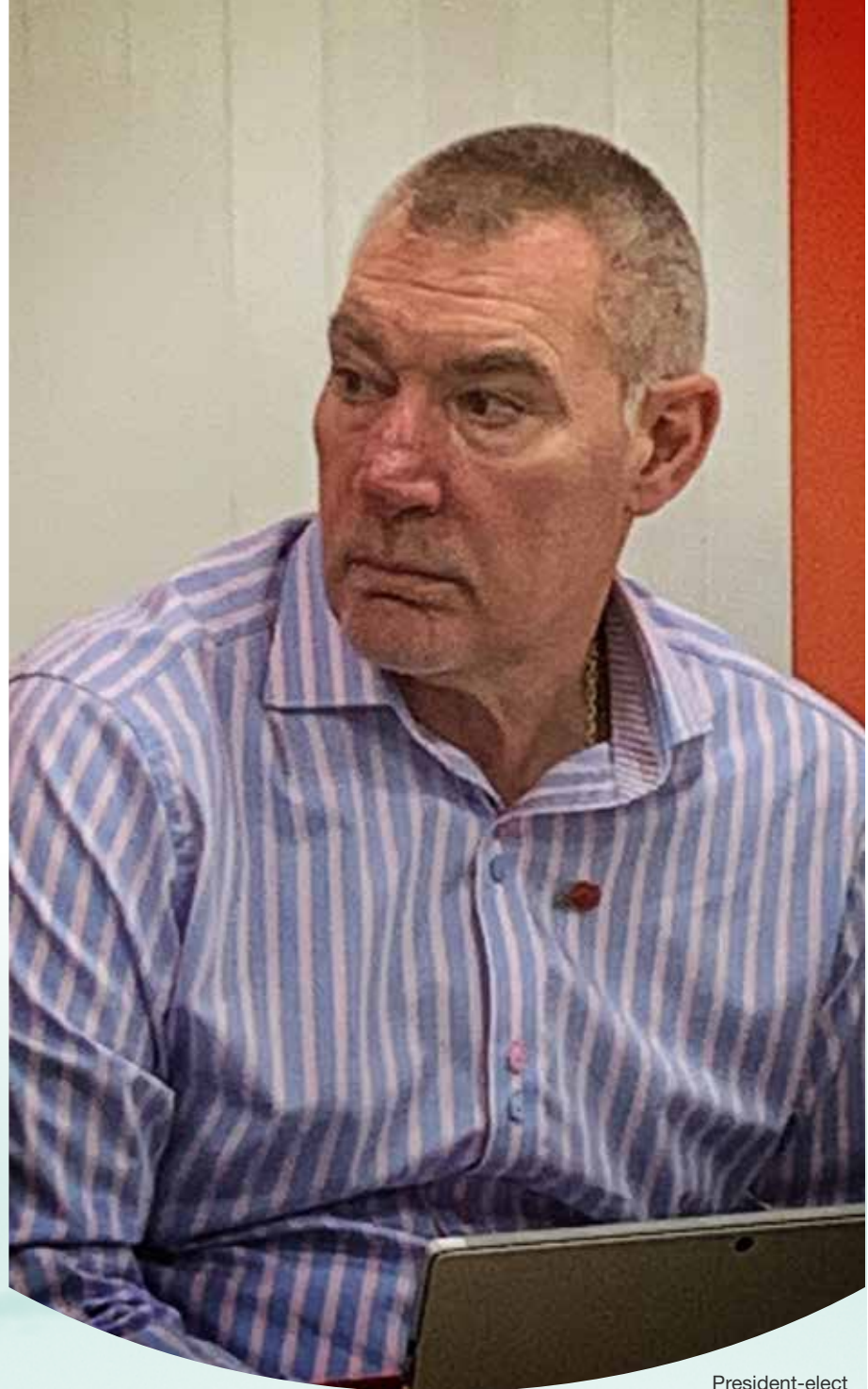
board the comments, suggestions and concerns we hear; and then develop and deliver a realistic, progressive, forward-looking strategy for the association and its members.

We have strong foundations but we can do better. The presidential team - the President, President-elect and Past President - must form a strong team, seeing through initiatives agreed by the Board and Council. That team must be more positive and proactive, taking greater responsibility for promoting and representing APS and its members on the national stage. The association must pull together, working towards realistic goals that deliver financial security, membership growth and continual improvement for both APS and its members. Council should be more focused with time to represent our regions, addressing their concerns and issues. And we must learn together from our experiences.

The road ahead

You - our members are our greatest tool and we need to identify, encourage and motivate people willing to step up, contribute and promote the values of the association.

- *I promise you will see me: I will visit every region to meet you.*
- *I promise you will hear me: I will work with our partners.*
- *I promise you can join me. We will build the APS team and lead by example, rising to the challenges together.*



President-elect
Ray Bone



Building Safety Bill

As pre-legislative scrutiny of the government's flagship Building Safety Bill continues APS is getting down to work on the Bill and the regulations which are set to follow. The association's political adviser Devin Scobie explains what's happening.

The draft Building Safety Bill was published on 20 July 2020 and will, according to the Secretary of State, "deliver the biggest changes to building safety for nearly 40 years". The draft Bill takes forward the government's commitment to fundamental reform of building safety and sets out how it intends to deliver the principles and recommendations of Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety.

The problem the government is trying to solve

The fire at Grenfell Tower saw the greatest loss of life in a residential fire since the Second World War. Dame Judith Hackitt held an independent review – looking at building regulations

and fire safety – and it uncovered systemic failings that had undermined the safety of people living in high-rise residential buildings. Dame Judith Hackitt concluded that regulations covering high-rise residential buildings were weak and that there was a lack of accountability. She also highlighted a culture in the construction industry that did not prioritise safety. She recommended fundamental reform of the building safety system.

The government agreed and decided to take forward all of the principles and recommendations in Dame Judith's review. Its aim is to bring forward the biggest change to building legislation in nearly 40 years. This will mean change through legislation but will also require the construction sector to change its ways.



The Draft Building Safety Bill was published on 20 July 2020 and will, according to the Secretary of State, "deliver the biggest changes to building safety for nearly 40 years".

Policy objectives and the intended effects

The objective of the Building Safety Bill is to force long-lasting reform of building safety.

The overall aim of the Bill is to deliver a stronger regulatory system and a stronger voice for residents. The plan will improve building safety and performance for all buildings and establish a more stringent regime to strengthen the management of fire and structural safety risks for new and existing buildings. The aim is to start with high-rise buildings but it is clear that this is just the first step and government wants, in time, to roll its reforms out across all projects.

The new system, when it comes, will have stronger oversight, clearer accountability for, and stronger duties on, those responsible for the safety of buildings in scope. This will apply throughout design, construction and use. It is likely to continue on through decommissioning or adaptation. To deter and rectify non-compliance there will be stronger enforcement and the sanctions will be heavier.

The government is going to create a new regulatory role so there is national oversight of construction products regulation. The aim is to see a stronger and more comprehensive framework for the regulation of construction products.

New build homes will have to belong to a New Homes Ombudsman to improve redress when things go wrong.

The new regime will give residents a stronger voice giving them access to a wide range of building safety information and the ability to get involved with decisions made about their homes. The government believes this kind of grass roots involvement will help maintain safety in buildings because residents will be able to raise and escalate their concerns. There will be measures to improve resident redress and easier access to the Housing Ombudsman for social housing residents.

What will be included

Initially the buildings that will be caught by the legislation are residential buildings of: a) 18 metres or more in height; or b) more than six storeys, whichever is reached first.



The Gateways

Dutyholders during the design and construction phase of buildings in scope will be responsible for meeting the requirements at two of three new key sign-off points. Clients will need to demonstrate that the requirements of the building regulations are being met and risks are being appropriately managed before buildings in scope can move to the next stage of development.



Gateway 1

The first gateway builds on existing planning processes to ensure fire safety is properly considered.

Planning Gateway one will require fire safety to be integrated into a scheme as early as possible in the life of a building.

Gateway 2

The second point will be before construction begins. It will replace the current 'deposit of full plans' stage under the Building Regulations 2010. The Building Safety Regulator will take on the role of the Building Control Body and will regulate in-scope buildings in respect of building regulations.

The Building Safety Regulator will be able to bring together multi-disciplinary teams including local regulators and enforcement bodies.

Gateway 3

The third and final gateway point is before occupation. It will be at the final completion certificate/final notice stage under the building regulations.

The Building Safety Regulator will provide the building control function. It is assumed the Building Safety Regulator will be supported by local regulators and enforcement bodies before and during the build.

APS Working Group

APS is setting up a group to help the association respond to the Bill, and the considerations there will be about both the new duty holder roles and the regulations which will follow. The group is to be chaired by Mark Snelling. Anyone interested in contributing should write to info@aps.org.uk putting Building Safety Bill into the subject line, setting out in no more than 300 words how they will be able to help with the work in hand. Please attach your CV.

Pre-legislative Scrutiny

The pre-scrutiny committee plans to hold a series of ten oral evidence sessions. During these sessions the Committee will scrutinise the policy objectives, key provisions and likely impact of the draft Bill. The Government will then consider the feedback before introducing the final Bill to Parliament. The impact assessment – which accompanies the Bill – will be updated at that stage.

The committee has now held five of its anticipated ten oral evidence sessions, the most recent in mid-October with Lord Greenhalgh who is the Conservative Housing Minister, Chandru Dissanayeke who is director of Building Safety Reform at Ministry of Housing and, Communities and Local Government who was an important speaker at this year's APS conference and Michael Wade OBE who advises ministers at MHCLG.

Date	Witness	Transcript link
19 October	Lord Greenhalgh Lords' Minister, MHCLG	https://committees.parliament.uk/oralevidence/1074/pdf/
	Chandru Dissanayake Director of Building Safety Reform	
	Michael Wade Adviser	
5 October	Sarah Albon Chief Executive, HSE	https://committees.parliament.uk/oralevidence/994/pdf/
	Peter Baker Director of Building Safety and Construction, HSE	
	Dame Judith Hackitt	
28 September	Martin Boyd Chair, Leasehold Knowledge Partnership	https://committees.parliament.uk/oralevidence/950/pdf/
	Vicoria Moffett Head of Building Safety and Fire Programmes, National Housing Federation	
	Dr Nigel Glen CEO, Association for Residential Managing Agents	
	James Dalton Director of General Insurance Policy, ABI	
	Richard Silva Executive Director, Long Harbour	
21 September	Dr Debbie Smith Director of Science and Professional Development BRE Group	https://committees.parliament.uk/oralevidence/887/pdf/
	Dr Scott Steedman Director of Standards, BSI	
	Peter Capelhorn CEO, Construction Products Association	
	Lord Porter of Spalding	
	Steve Wood CEO, National House Building Council	
	Lorna Stimpson CEO, Local Authority Building Control	
14 September	Sir Ken Knight Chair, Building Safety Independent Expert Advisory Panel	https://committees.parliament.uk/oralevidence/852/pdf/
	Roy Wilsher Chair, National Fire Chiefs Council	
	Graham Watts CEO, CIC	
	Adrian Dobson Executive Director Professional Services, RIBA	



Further information

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General inquiries: 0207 219 5364
Online contact form: <https://forms.communities.gov.uk/>
Email: hclgcom@parliament.uk
Housing, Communities and Local Government Committee, House of Commons, London, SW1A 0AA

More about the Bill

<https://commonslibrary.parliament.uk/research-briefings/cbp-8482/>

<https://www.gov.uk/government/publications/queens-speech-december-2019-background-briefing-notes>

<https://www.gov.uk/government/consultations/building-a-safer-future-proposals-for-reform-of-the-building-safety-regulatory-system>

Brexit update - data protection

Non-EU based companies that operate in the EU must comply with EU data protection rules which means regulations apply to UK companies operating in the EU or offering goods and services to EU customers.

European Union GDPR rules will apply to all companies based in the EU and those with EU citizens as customers even though the UK has left the EU. At the moment GDPR is part of UK law and, this is likely, at least in the short term, to continue. However, the rules are likely to diverge, and businesses will need to consider how they keep up with laws in both the UK and the EU.

A new guide from the Construction Leadership Council will signpost you to help and resources, and covers the following themes:

- reviewing and updating data inventories and records
- considering relationships and agreements with third party processors
- keeping up with government guidance.

For information

The guide is available at:

<https://www.constructionleadershipcouncil.co.uk/news/eu-exitbusiness-readiness-data-protection-and-gdpr/>

Government information is available at:

<https://www.gov.uk/guidance/using-personal-data-in-your-business-or-other-organisation-after-the-transition-period>

Skills for the future - APS capability framework

Steve Ash says construction is an inherently risky profession. It brings business and financial risks for all parties, and it carries real risks for the people who work on the projects - and live with the results. The legacy of the Grenfell Tower disaster will live long in people's memories. Vital to mitigating that risk is to ensure everyone involved - from drawing office to final decommissioning - is properly aware of all the moving parts and educated, trained and experienced in how best to carry out their allotted tasks. It is our duty as professionals in construction to think carefully about how we operate so the industry is placed to be safer, more efficient and constantly striving for betterment.



Steve Ash - Chair of the APS Membership Committee

The case for change

The HSE in 2015, when introducing the Construction (Design and Management) Regulations 2015, made it clear that the construction industry should establish a common standard for delivery. In the five years since, individual organisations have created their own standards for delivery of the Principal Designer role. To date, to the detriment of our industry, there is no universal pan-industry standard.

Recognising competence

Most people recognise what competence looks like. But measuring it is not a simple process, and assistance in assessing a common standard is well overdue. Currently there are definitions of competence varying from the simple, 'the ability

to do something well' to the slightly more nuanced, 'the demonstrable characteristics that enable performance of a job, for properly doing the job, the individual requires skills and knowledge essential for the set duties.'

Capability framework

Health, safety and wellbeing need to be a process of continual development and improvement. The Association of Project Safety has been working to develop a capability framework and now would like to share it with you and ask you what you think. The objective is to raise standards and enhance the built environment for all. This includes for those who design, construct, use and - at end of the life-cycle - decommission. We all have a duty to influence and guide the process. The capability statement is simply the next step in the process.



Health, safety and wellbeing need to be a process of continual development and improvement.

Next steps

APS is now looking to establish a pan-industry group to consider, and develop, a common standard that can work for the whole construction industry - raising standards and competency. And, in terms of health, safety and wellbeing - for one and all. In establishing a cross-sector working group, covering all parties with an investment in the construction industry, the APS goal is to develop a common standard for procurement, delivery and use by everyone. APS is looking to work with pan-industry partners to develop the following consultation into a workable industry standard for use from February 2021.

The harder it is the better you have to be

Generally capability requirements increase as the level of risk on a project increases. There may be some situations where at the outset of a project the organisation or individual's capability does not meet the standard identified in the framework in a small number of areas. When the process to be followed to acquire the necessary capabilities is being defined, it may be necessary to understand the degree of shortfall in the capabilities.

Elements of project risk

Elemental risk scores should be assigned to each of the twenty-two elements. Scores range from 1 (low risk) to 5 (high risk).



Clients have a number of considerations when embarking on a construction project. As well as health and safety outcomes clients will be thinking about aesthetics, cost, programme and scale of the project.

Project risk classification

Project risk score	Classification
$22 \leq \text{project risk score} \leq 60$	Level 5 project
$61 \leq \text{project risk score} \leq 90$	Level 6 project
$91 \leq \text{project risk score} \leq 110$	Level 7 project

Client capabilities

If the client and its representatives are experienced in construction work, and have a good track record of projects completing safely, on time and to budget, the elemental score would be low. Where this is the client's first project, and the client has little experienced resources in their own organisation, the elemental score would be high.

Client objectives

Clients have a number of considerations when embarking on a construction project. As well as health and safety outcomes, clients will be thinking about aesthetics, cost, programme and scale of the project. Where a client places health and safety at the core of the structure the project will tend to be low risk. Where a client is trying to create a statement structure, and is stretching the budget and tightening the programme, the project health and safety risk management may tend to be weaker and therefore the project risk will tend to be higher.

Client brief

Projects that have well-defined employer's requirements from the outset with a client imperative not to change the brief, tend to be low risk. Projects where the client's requirements are not well-defined, and the client is prone to changing their mind, have high levels of risk.

Client processes

Where a client has good processes for procuring construction work – as might be indicated by mature change management processes, a central information hub and the use of BIM – the project risk is likely to be lower. Where these are absent the project risk is likely to be higher.

Type of structure

Some types of structure may be inherently more risky than others. A score of (1) indicates very low risk related to the type of structure. A score of (9) indicates very high risk. The complexity of the structure, and the need for temporary works, must be factored in.

Material selection

If the material selection is common for the type of structure then the risk score would be low. However if you think the material selection is uncommon for the type of structure (for example, load-bearing brickwork or timber frame for

high-rise buildings), then the elemental risk should be high.

Lifecycle stage

If the project is a new build structure on a cleared site then the elemental risk score would be low. However, if the project is to recover a structure that has been damaged (for example by earthquake, fire, explosion etc) then the elemental risk score should be very high.

Modern methods of construction

If modern methods of construction, off-site manufacture, design for manufacture and assembly are to be used then the elemental risk score might be lower. If there are large elements of on-site construction – including the use of in-situ concrete, beam and column steel frames – the elemental risk score might be higher.

Innovation

Where the client is using tried and trusted materials, methods and procurement then the elemental risk score would be low. If the client is innovating – whether that be structural form, materials, procurement routes, contractual arrangements or use of the structure – then the elemental risk score might be higher.

Scale

If the project is normal scale then the project risk would be low. Where scale is being increased (for example height, long span, footprint etc), the elemental risk score would be higher.

One-off/repeat work

If the structure is a repeat structure – for example where there has been some prototyping – then the elemental risk score would be low. Where the structure is a one-off then the elemental risk score would be higher. The use of 4D BIM would lower the score.

Location constraints

Where the project is geographically close to the construction logistics supply chain then the elemental risk score would be low. Care must be taken about the proximity of the site to other active construction sites. This would tend to increase the risk where adjacent sites are closer together. Where the project is remote skilled labour, plant and material may be difficult to source and supply chain lines long then the elemental risk score would tend to be higher.

Climatic conditions

Where climatic conditions (for example heat, wind etc) are moderate, then the elemental risk score would tend to be lower. Where conditions are more extreme the elemental risk score could be very high. Coastal and offshore projects tend to be more risky.

Natural parameters

Projects on greenfield sites in rural locations with good ground conditions and low water tables would tend to have lower elemental risk scores. Scores would be increased by harmful previous land uses, weak soils, high ground water, flooding and close proximity to other aggressive land uses.

Duration

Projects with careful consideration of the amount of time needed, and soft deadlines, tend to be lower risk. Where deadlines are hard, and completion dates drive the project, rather than construction time (for example, there is a lack of flexibility about the end date), the elemental risk is increased. Projects where completion is tied to a high-profile event can exhibit these higher risks (for example, retail projects where completion dates are tied to seasonal sales activity).

Working hours

Where working hours are not limited projects tend to be lower risk. Where project hours are restricted (for example 4 hours-in-every-24 hours, or activities restricted e.g. noisy slots imposed by stakeholders) elemental risk scores might be higher.

Programming

Where a project has a well-developed programme with adequate contingency the project will tend to be lower risk. Where poor consideration has been given to construction time then elemental risks might be higher.

Time

Projects that run for 8 hours a day, 5.5 days a week, tend to be lower risk. Where constructions are put on work time (for example, night work or shift work) then risk might increase.

Season

Where the season is favourable to the work activities then projects tend to be lower risk. Where the season is unfavourable (for example, ground works in wet weather or placing concrete in cold weather) elemental risk would tend to be higher.

Design team

Where all the necessary disciplines are appointed in adequate time, and the power in the team is well-balanced, the project will tend to have a lower elemental risk score. Where disciplines are appointed late, or power is imbalanced, the elemental risk score will tend to be higher.

Designer experience

Where the design organisations are experienced in the type of structure, and they have a firm grasp of construction health and safety risk management with clear internal process and externally-accredited quality management systems and a depth of resources, the elemental risk score is likely to be very low. Where these are not present the element risk score increases.

Contractor experience

If the project team makes a considered choice about the type of experience the selected contractor will need, then the elemental risk score would be low. If health and safety is a minor consideration for contractor selection then the elemental risk score should be high.

Consultation

We would like your views on the draft capability framework. Look out for details of a membership webinar to be held on 23 November 2020.

You can read more at the capability framework at:
https://www.aps.org.uk/sites/default/files/consultation_document.pdf

Comments should be returned to consult@aps.org.uk by 30 November 2020.



Annex A - Capabilities across all three levels

A.1 Sensitivity considerations

Generally capability requirements increase as the level of risk on a project increases. There may be some situations where, at the outset of a project the organisation or individual's capability does not meet the standard identified in the framework in a small number of areas. When the process to be followed to acquire the necessary capabilities is being defined it may be necessary to understand the degree of shortfall in the capabilities. The table below shows the capabilities required for the designer coordinator (UK = principal designer) role across all three project risk levels in one table to assist in making these assessments.

Recommended capabilities

for Level 5, 6 and 7 Projects.

Element A - Personal Skills		Level	5	6	7
A1	Communicate with project participants				
	1. Effective verbal communications;		U	P	P
	2. Effective written communications;		U	P	P
	3. Using relevant Information and Communication Technology (ICT);		U	P	P
	4. Developing co-ordination and co-operation procedures and communication systems to enable effective construction health and safety information to be exchanged.		U	P	P
A2	Interaction with project participants				
	1. Implications of diversity;		A	K	U
	2. Persuading;		K	U	P
	3. Negotiating;		K	U	P
	4. Seeking co-operation;		K	U	P
	5. Interviewing and questioning		K	U	P
	6. Listening;		K	U	P
	7. Comprehending;		K	U	P
	8. Patience;		K	U	P
	9. Working collaboratively;		K	U	P
	10. Diplomacy;		K	U	P
11. Leading.		A	U	P	
A3	Manage external information				
	1. Extracting, collecting, collating, storing and retrieving information;		U	P	P
	2. Sourcing information;		U	P	P
	3. Preparing and maintaining logs of information;		A	K	U
	4. Investigating and researching;		U	P	P
	5. Preparing and issuing required material and documents.		U	P	P
	6. Using information in digital form: BIM; point cloud survey; etc;		A	U	P
7. Using digital tools: augmented reality; design for manufacture and assembly etc.		A	K	U	
A4	Internal resource management				
	1. Managing internal resources;		K	U	P
	2. Business resilience;		A	K	U
	3. Identifying and managing office and systems including time and financial resources to provide a safety and health co-ordination service;		K	U	P
	4. Developing ones own capabilities and those of others.		K	U	P



A5	Integrity			
	1. Acting independently;	P	P	P
	2. Self/team limitations;	P	P	P
	3. Sourcing support;	P	P	P
	4. Acting ethically;	P	P	P
	5. Providing clear unbiased advice supported by reasoning for recommendations.	P	P	P

Element B - Design Process Level	Level	5	6	7
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B1	Client support			
	1. The requirements and implications of providing a safety and health co-ordination service throughout design;	P	P	P
	2. Recognising the Clients' business objectives;	K	U	P
	3. Duties of all those involved allocated and executed;	K	U	P
	4. Assessing and addressing client strengths and limitations.	A	K	U

B2	Process			
	1. Philosophy of the proactive role of safety and health co-ordination in design;	P	P	P
	2. Use of techniques to further coordination, face to face, electronic etc;	P	P	P
	3. Interacting effectively with other members of the team;	K	U	P
	4. Confirming Designers involved and the co-operation and co-ordination needs of the project;	P	P	P
	5. Identifying design elements not allocated to designers;	A	K	U
	6. Agreeing the procedures Designers will use for health and safety co-ordination;	K	U	P
	7. Impact of construction methodology, including modern methods of construction on safety and health of design choices;	P	P	P
	8. Comprehending the design.	K	U	P

B3	Audit and review			
	1. Creating and maintaining an auditable trail;	K	U	P
	2. Communicating findings;	U	P	P
	3. Providing support to enable close out of non conformances	P	P	P

Element C - The Construction Process	Level	5	6	7
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C1	Client support			
	1. The requirements and implications of providing a safety and health co-ordination service;	A	K	U
	2. Recognising the Clients' business objectives;	K	U	P
	3. Duties of all those involved allocated and executed;	K	U	P
	4. Advising clients of their obligations, legislative and good practice.	P	P	P

C2	Process			
	1. Philosophy of the proactive role of safety and health co-ordination in construction;	K	U	P
	2. Ongoing design and contractor led design	P	P	P
	3. Impact of construction methodology on safety and health coordination.	P	P	P

C3	Audit and review			
	1. Creating and maintaining an auditable trail;	A	K	U
	2. Communicating findings;	U	P	P
	3. Providing support to enable close out of non conformances	A	K	U

Annex A - Capabilities across all three levels

Element D - Construction Procurement		Level	5	6	7
D1	Coordination and Procurement				
	1. Implications of different project procurement methods on safety and health co-ordination;		U	K	P
	2. Dealing with different forms of procurement and managing co-operation/co-ordination difficulties;		U	K	P
	3. Ensuring construction health and safety risk management strengths and limitations of different procurement methods are clear to the team;		U	K	P
	4. Advising on capabilities of potential appointees.		P	P	P
Element E - Health and Safety Risk Management		Level	5	6	7
E1	General Principles of Prevention				
	1. Co-ordinating the general principles of prevention in design and construction i.e. ensuring co-operation;		P	P	P
	2. Facilitating the application of the principles of prevention;		U	P	P
	3. The hierarchy of risk management for health and safety in design response;		P	P	P
	4. Consideration of the general principles of prevention on project planning, duration, tasks and sequencing;		K	U	P
	5. Ensuring choices are recorded with reasoning.		K	U	P
E2	Coordination				
	1. Identifying and communicating the interfaces between the design activities of the contractors and evaluate the contractors' proposals;		P	P	P
	2. Monitoring that design and construction co-ordination activities are being undertaken, making recommendations and verifying solutions;		P	P	P
	3. Monitoring the dissemination of information about construction health and safety risks to construction workers.		A	K	U
E3	Cooperation (including during the construction phase)				
	1. Establishing identities of designers including the less obvious designers;		P	P	P
	2. Identifying identities of contractors;		K	U	P
	3. Ascertaining who is doing what and when;		P	P	P
	4. Confirming designers' understanding of and abilities to apply their duties and dealing with any concerns;		K	U	P
	5. Dealing with concerns about understanding and ability to apply construction health and safety risk management principles;		P	P	P
	6. Agreeing the extent of health and safety co-ordinator (Designer Coordinator/Constructor Coordinator) involvement in co-ordination;		P	P	P
	7. Agreeing co-ordination records, dealing with resistance to co-ordination proposals;		P	P	P
	8. Maintaining and recording levels of co-operation and co-ordination;		P	P	P
	9. Working with designers and co-ordinating co-operation amongst them so that designs give adequate regard to health and safety in construction, cleaning, and deconstruction and the effects on third parties;		P	P	P
	10. Working with Designers to ensure that adequate regard is given and design contributions made to health and safety in construction design and management, to enable Designers to co-operate and communicate effectively and to ensure that information is made available including health and safety information and information for the Health and Safety File(s).		P	P	P

E4	Information about risk			
	1. Collating the pre construction information, checking it for completeness and ensuring handover of information to relevant parties;	P	P	P
	2. Ensuring pre construction information includes residual risks;	P	P	P
	3. Ensuring pre construction information includes relevant particular risks mentioned in Annex II;	P	P	P
	4. Contents of the Construction Phase Plan in relation to managing risks identified in the pre construction information.	K	U	P
E5	Health and safety file			
	1. Agreeing health and safety file contents and format;	P	P	P
	2. Agreeing the number of different health and safety files and their individual scopes;	P	P	P
	3. Health and safety implications of particular risks mentioned in Annex II in the future (roof maintenance, changing lights, etc);	P	P	P
	4. Contents of the health and safety file in relation to future construction risk, Access and Maintenance Strategy, Plant replacement strategy etc;	P	P	P
	5. Confirming responsibilities for information production;	P	P	P
	6. Managing information collection to ensure delivery to programme;	P	P	P
	7. Preparing a health and safety file.	P	P	P

Element F - Legal Aspects and Implications

Level 5 6 7

F1	Application			
	1. Identifying applicable legislation and its impact on construction health and safety risk management	K	U	P
	2. Assessing the relevance of regulations to projects in relation to prior notice and application;	K	U	P
	3. Definitions and implementations; country specific legislation and local legal requirements;	K	U	P
	4. Changes to legislation and implementation.	K	U	P
F2	Impact of design risk management			
	1. The role of Designer Coordinator in health and safety risk management as it relates to Client, design, construction, including temporary works and construction issues after project completion;	P	P	P
	2. Proactive role of safety and health co-ordination;	P	P	P
	3. Time and financial opportunities and benefits, added value issues and teamwork.	K	U	P
F3	Wider safety impacts and issues			
1. Influences on the enforcement of health and safety law and regulations including current national and local enforcing authority implementation and intervention strategies.	U	P	P	
F4	Other health and safety information			
	1. Related relevant construction and health and safety legislation;	P	P	P
	2. Changes to contemporary practice.	P	P	P

BSI Flex – an overarching framework for competence

The Association for Project Safety believes improving safety for workers and building users alike is dependent on raising the skills of construction professionals and supports the aims of draft BSI Flex 8670. APS has responded to the consultation, and here we take you through the people and roles to be covered, as well as our concerns about the proposals.

Flex standards

BSI's Flex Standards provide a new way to build good cross-industry practice that has the flexibility to keep pace with a rapidly changing world.

Relevant to the built environment

BSI intends this Flex to be relevant for anyone carrying out any built environment role on higher-risk buildings. It covers work from the design stage right through to decommissioning or repurposing and includes both technical and non-technical roles. It is equally valid for individuals working on their own authority or those being supervised by other competent individuals and will span all competence levels – from beginners with basic awareness to seasoned professionals with a great deal of experience and knowledge.



The association is keen to be involved in the work to, 'develop proposals for the role and remit of an overarching body to provide oversight of competence'.

A focus on competence and supporting industry

The BSI Flex proposal sets out what is needed for competence frameworks for individuals working in the built environment. It is designed to help when developing overarching frameworks for oversight of competence of workers on higher-risk buildings. APS sees this as a vital piece in the jigsaw, fitting together with our own work on skills and competence.

This BSI Flex does not try to cover everything individual bodies will need to put into their own frameworks but, it does set out core characteristics. It is anticipated that frameworks will have to be reviewed and overseen by the new Building Safety Regulator which will work out of the Health and Safety Executive.

Where APS agrees

APS agrees with BSI that, in the past, standards of competence have fallen short of what was needed or desirable and that competence has to be improved to make sure residents in higher-risk buildings can live and work in safety. We agree with the consultation where it identified a need for better management and a greater focus on leadership skills. APS is fully behind the need to do more on competence levels. The association is very keen to work with colleagues across the construction sector to further professional skills and capability, and we support sharing good practice. APS also favours an approach that recognises prior knowledge and experience as well enhanced focus on 'softer' interpersonal skills.

The association is keen to be involved in the work to, 'develop proposals for the role and remit of an overarching body to provide oversight of competence'.

Where the Flex falls short

APS would have liked to see greater emphasis on institutional, as opposed to individual, skills and competence. This is because we believe many projects – particularly in the public sector and on major infrastructure builds – are of sufficient difficulty and complexity that it will be beyond the realistic capability of any single named individual. The association feels, in these circumstances, it will be necessary to consider the competence of firms or teams in the round. This additionally means that skills in recruitment, team-building and management will need to be a vital part of the mix and that will put considerable emphasis on communication and project co-ordination.

Who this covers

This BSI Flex is intended for use by professional groups, trade associations, trades or other groups across the built environment and aims to help them develop their own competence frameworks. It will be relevant to assessment bodies tasked with assessing competence against individual competence frameworks.

It directly affects statutory-regulated or duty-holder roles including:

- principal contractors;
- designers;
- contractors;
- building safety managers; and
- building control professionals.

Further information

The BSI Flex is part of wider work on competence in the built environment. More information can be found at:

<https://www.bsigroup.com/en-GB/industries-and-sectors/construction-and-the-built-environment/built-environment-competence-standards/>

An industry approach to raising standards

The Construction Industry Council says higher-risk buildings are an essential starting point for the new competence frameworks.

01/ Setting the Bar – final report

A blueprint to improve competence for those working on higher-risk buildings and drive culture change has been set out by a cross-industry group representing more than 150 organisations in the fire and built environment industries.

Setting the Bar - the second and final report of the CIC's Competence Steering Group (CSG) – was published in October. The work resulted from the Grenfell Tower disaster and subsequent recommendations in Dame Judith Hackitt's review, Building a Safer Future.

The CSG wants all individuals, where their work on higher-risk buildings is likely to affect safety outcomes, to meet the skills, knowledge, experience and behaviours set out in the competence frameworks developed by the industry. The CSG is asking government to ensure assessments against the frameworks for people working on higher-risk buildings have legal force. The group wants government to require the competence framework to be met by any company or individual working on all higher-risk buildings.

For more information

The full report is available at:
<http://cic.org.uk/setting-the-bar-annexes.php>

The executive summary is available at:
<http://cic.org.uk/setting-the-bar-annexes.php>

Safer People, Safer Homes: Building Safety Management is available at: <http://cic.org.uk/setting-the-bar-annexes.php>

The report proposes an overarching system of competence for the fire and construction sectors, and is made up of four key elements:

- a new competence committee sitting within the Building Safety Regulator
- a national suite of competence standards – including new sector-specific frameworks developed by 12 working groups
- arrangements for independent assessment and reassessment against the competence standards
- a mechanism to ensure that those assessing and certifying people against the standards have appropriate levels of oversight.

The CSG consulted widely and took on industry feedback. The group continued to develop sector frameworks and overarching competence frameworks aimed at providing the skills, knowledge, experience and behaviours needed to carry out specific roles.

02/ Safer People, Safer Homes: Building Safety Management

Safer People, Safer Homes: Building Safety Management sets out a comprehensive framework for the new Building Safety Manager role focusing on the competences and job functions.

A major element of the CSG's work was competence requirements for the new Building Safety Manager. Safer People, Safer Homes: Building Safety Management sets out a comprehensive framework for the new role and job functions as well as how building safety managers will sit within wider organisational structures.

The building safety manager will look after day-to-day management of fire and structural safety in higher-risk buildings creating a single point of contact for residents. The Building Safety Bill will make it mandatory for people responsible for the safety of higher-risk building - such as landlords - to appoint a building safety manager.

For more information

Working Group 8 worked on the Building Safety Manager role and the competence needed.

Their report can be found at:
<http://cic.org.uk/admin/resources/annex-8a-safer-people-safer-homes-building-safety-management.pdf>

The Competence Steering Group (CSG)

The Competence Steering Group was established jointly by the Ministry of Housing, Communities and Local Government and Build UK, the Construction Industry Council and Construction Products Association and the National Fire Chiefs' Council. It has reported to the Industry Response Group.

Dreaming the dream – a lifetime accessible home

To mark the twenty-fifth anniversary of the introduction of the Disability Discrimination Act we hear from Beth Moulam who talks about how innovative design and far-sighted construction risk management has helped her live life to the full.

I began dreaming about my own home at about the age of 14, maybe even before. In the years that followed each time we went to a new place; a public building, a stately home, a friend's house I looked at things I liked and would work for me. The years of planning informed space and flow, room use, finishes, flooring, access, technology and colours. My home has been designed to accommodate my powered wheelchair(s), my need to use technology for many tasks, having personal assistants who work with me on virtually everything I do AND hopefully has anticipated my changing needs for the future.

The principles of good design are the same for any build, whether this is a new home from the ground up or alterations to your existing home. As a client knowing what you want cannot be underestimated. You don't need to know exactly what the finished product will look like in its entirety, that's the fun of working with an architect and a design team, but it really helps to have thought about how you will use the space, who with and when. Importantly a new build home is just that, an empty shell until you start to make it yours, so starting with the end in mind can help focus everyone on what is needed for a lifetime of great living.

Conceptualising your dream home

I wanted my house to be suitable for me. It had to be a tranquil haven, peaceful, calm but welcoming. I love socialising, so it also needed to work as a party house. I happen to have a disability and use a power wheelchair so I had quite specific needs for my lifetime home. The rooms had to be big enough for day-to-day living, for storage of all my equipment, for the



...starting with the end in mind can help focus everyone on what is needed for a lifetime of great living.

team members who support me to be independent, for my future family and much more.

When it came to conceptualising my home I tore pages from dozens of magazines. Nothing was a bad idea or wrong, everything I liked instinctively was put in a pile that grew and grew. These concepts were then themed and rationalised, I mean how many real fires does a girl need, probably not the 17 nearly similar ones I liked? The result, besides fireplaces, was natural wood, glass, light, a contemporary feel, green walls, a balcony, a chandelier (or two), the external look of the house and bringing the outside in. These were pasted onto two A0 sheets and grouped by room, theme or area with added notes. Over the course of the planning and building process we all referred to this continually to ensure we stayed true to my original concept.

Concept boards are a great tool to use when clarifying your ideas and visualising what you want. They are then really useful when interviewing architects, selling your dream to the planner, talking through your ideas with neighbours and helping the builder and tradespeople stay on track. Take your time in getting your visualisation the way you want it. This is not to be rushed, it is better to do it over a few weeks or months than in just a few days.

Everyone is entitled to change their mind in a design process but if you can share your vision it really helps others to buy into what is important to you, and why. It is the first step to making your dream a reality.

This process is not trying to design the shape of the building, but facilitating the creation of a style, a feel or a look. It is a way of tying together design ideas you like, the colours that make you feel good, and finishes that are both practical and inspiring. You will live a long time with the finished product of your labours, and spend a lot of money in the process, so being sure about what is for you is important.

Space and flow

I had some clear ideas about the spaces I wanted to live in. My kitchen/diner would be the hub of my home, no-one should enter the house without me knowing, I wanted to be able to see everything so I could direct activities, my seat at the table had to face into the room. I sometimes crawl, and when I use my walking frame I am safer on carpets as the wheels can slip on hard surfaces, so apart from the internal lobbies and the kitchen working space which are laminate floors everywhere else has carpet with a deep underlay. Having had years of people having to dance around my chair and climb over furniture, I knew I needed space for an assistant to work around me. We'd moved to a bungalow when I was 7, and for 2-3 years it was perfect, and then I got a power chair and couldn't use it in the house as there was not enough room to get through the narrow angled corridors and doors. All these things, and much more drove the spaces I needed in my lifetime home. The architect we chose talked about flow in our first meeting, and together we worked on understanding which rooms would be most used, and how. I made a decision that no room in my home should be banned from me entering, especially if I have a family in the future. This really influenced the



layout and utilisation of the site and space available to get what works for me.

Again knowing what you need is imperative. Architects and planners in the UK often refer to 'Part M' planning guidance; unfortunately this is outdated and is particularly unhelpful when it comes to someone in a power chair who might need hoists and additional working space. Power chairs have got bigger over the years, and so it is crucial to consider each individual's specific needs.

Research is essential in the planning stages. Start with knowing what the size of your chair is with you seated in it, and if you are planning to change it take the biggest size it might be into consideration, and remember your feet will stick out off the footplates. If you are planning for a child make sure you look at what they might need as an adult.

A good rule of thumb is that a power chair turning circle for ease should be 1400mm-1500mm. When you measure out a room, do a scale drawing with furniture so you can check everything will work for you, and if you have a personal assistant or use a hoist for transfers factor this into your measurements.

Remember doorways need to be wide enough not just to get through but also to cope with needing to turn into a room. The recommendation is 900mm but many people go for wider, even opting for double opening doors for some rooms.

It's also important to consider where you are going to store equipment, especially wheelchairs, when not in use. My rear lobby which is the main exit/entrance to the house has a deep cupboard with sliding doors along the wall. There is room for four chairs (yes

four chairs!), this includes my bocciaplaying chair, travel chair, day chair, folding manual chair and a shower chair for travel. Along the back of the wall are charging points and a shelf for chargers. When I back into the wheelchair space in the cupboard there is room for me to take off my coat, change footwear and get out into the lobby with an assistant to help me transfer to my walking frame or a different chair.

What will it cost?

I am fortunate in many ways as I had the funding available to buy a site and the money to develop the home of my dreams. It would have been easy to spend double my budget as I had a huge wish list. There were compromises along the way but we approached this by getting the architects to include all the features we wanted and then cutting back to bring it in on budget. Getting the build in on time and within cost meant knowing

my parameters and planning ahead. Whilst it seemed painful at the time when it came to the actual build on-site it was really good that we had thought about, and specified, before we went out to tender, what was excluded in the build price such as a lift, specialist bath and the environmental control system. Conversely what was to be included in the tender price such as numbers and positions of sockets, flooring, specific doors and window suppliers.

However you fund your build you still want value for money. Most people do not have an open-ended budget, so it is good to understand before embarking on the build both your maximum spend including any contingency funds you might be able to access, and remember moving in and making your house a home costs money too. It is important to consider at the outset all the different things you can afford, and what will need to both plan and pay for.

Some of these costs can be minimised in the design process by ensuring you know what you want and then not changing your mind in the building process. Once on-site changing your mind does cost money. For instance, decide on how rooms will be used and

where you will need pendant and wall lights, where you might need electrical sockets. Our advice is to never underestimate the number of sockets, if in doubt add more. Consider your kitchen space and layout right at the start then stick with it.

The other way we brought the build in on budget was to move from the build being architect-led to a design and build construction. Once planning had approved the designs this allowed us to work with the builder and consider each design feature and if it could be constructed in a more cost-effective way. Overall we lost none of the main design features and did not exceed the tender price by changing our minds during construction. There were compromises, for instance we discovered how extortionate it was to have environmentally-controlled bi-fold doors and had to decide if this was a necessity or a nice to have.

Love your neighbours

We invited all the neighbours who would be affected by building my house around for a BBQ. It wasn't just those whose land shared boundaries with us but also families who would be affected by deliveries, parking of contractors and those who generally might have



Beth Moulam

questions about the new build. A small group were not available on the day, and in hindsight, this is where we should have tried harder. They had concerns and rather than talk to us directly made full use of the planning process to voice their opinions and dissent. We recommend you do not underestimate what your neighbours might believe if they do not have the facts. You might not be successful in engaging with neighbours, they may never be lifelong best buddies, but making sure people know the truth about the build and have the facts is important.

Having good neighbour relationships is essential if you have shared boundaries, especially if they will be affected by the build. For instance: Where will contractors park? Will it cause an issue for them when you have deliveries? Might they be affected by noise? How long will the work take? You may also need to consider, and take advice on, whether you need party wall agreements. This formal document is not just for a shared party wall but also affects all works you undertake where your new structure may impact on the foundations of a nearby building. A good party wall surveyor will look at the plans, work out the potential areas of concern, contact your neighbours, survey their properties for current defects and make detailed records. This is normally something the architect or project manager will take responsibility for appointing. From a planning perspective the local council have a duty to consult those residents who may be affected by your building project, and take account of their views if they have relevant and reasonable objections. It might be a reasonable objection if you are going to have windows looking into their living rooms, but unreasonable for them to expect you to keep trees where you are going to build (unless they have preservation orders). It would be reasonable in a residential area to only be allowed on site between certain hours weekdays and not on Sundays. Taking these considerations into account, reassuring and keeping neighbours on-side can only help your build.

I loved every minute of my home being built, and today it delivers more than I could have dreamed of when we started the process.



How the costs mount up

- Land or building to renovate/extend/redesign
- Architect
- Archaeological survey in a conservation area or area of historic interest
- Site
- Planning application
- Building regulations
- M&E consultant
- Specialist advisor(s) for environmental controls, lift, hoisting points, specific equipment such as wet rooms and accessible bathrooms etc
- Quantity Surveyor
- Project Manager
- Builder and contractors
- Services
- IT and internet providers
- Interior fittings including kitchen, lights, power sockets, heating, air conditioning, alarms and more
- External fixings including lights, security systems, solar panels
- External hard landscaping – for example boundary walls/fencing, gates, driveway and parking
- Garden design and meeting planning requirements including planting, green roof etc
- The nice stuff: flooring, curtains and blinds, utility room, storage, furniture and more
- And more - whatever you think is your maximum, add a contingency

Creating a concept board

1. Beg or buy home, garden and lifestyle magazines - as you will likely destroy them, don't promise to return them
2. Set aside a block of time every few days or snatch a few minutes when you can. Sit down and systematically turn slowly every page of the magazine. Without judging or asking why, just tear out every picture that you like. It can be interiors, garden features, a sofa, an ornament, the colour of a wall, lettering, a front door, a staircase, a picture of a lake - anything that appeals to you
3. If you are sitting in the doctor's or the dentist's waiting room and something in a magazine catches your eye then photograph it to print out at home
4. When you are out and about and see something you like, or something that inspires you, then photograph it or buy a postcard - try to keep a visual reference to add to your concept board. This can be buildings, interiors, scenic views or people in a café
5. Once you feel you have collected 'enough' start to sort it into categories – for example, fireplaces, balconies, lights, garden, kitchens
6. Take out duplications
7. At any stage you can change your mind, but this is a good time to compare the things you have and take out those that are not quite so attractive now you have several things to consider
8. Sort things into piles of must-have or essential, nice to have, and completely frivolous but could be included
9. You might not have every nook and cranny of your house conceptualised in your head, but imagine standing outside the front door - what will the outside of the house look like? What will it feel like? Who will use each room or area? Take pictures from your inspiration pile and group them together for each area of the house
10. Arrange your visuals in groups onto your boards. Stick them down; Add key notes - we used post it notes and coloured A4 sheets
11. Display them proudly where they can be a talking point

Covid-19 update

As Covid-19 continues and restrictions remain in force across the UK we have an update to help you navigate the new normal. Remember – as the country has different tiers of rules and restrictions depending on risks locally – to check with your local authority about what you have to do in your area.

Test and tracing apps encouraged

Industry leaders want the construction sector across England and Wales to use the NHS COVID-19 App – Test and Protect in Scotland; and StopCOVID in Northern Ireland, to help halt the spread of the virus.

The Construction Leadership Council (CLC) – the group that liaises between industry and government to support UK construction through greater efficiency, skills and growth - is also encouraging all employers in the construction sector to use QR codes to help in the fight against Covid-19. The Council wants the codes to be displayed prominently on sites and

in workplaces. The aim is to control the virus by ensuring, where there are coronavirus outbreaks, anyone exposed to the disease can be contacted and told to isolate.

Co-Chair of the CLC, Andy Mitchell CBE said: “We believe the construction industry can lead the way in encouraging the widest possible rollout of these apps, which will be vital in our national fight against Covid-19 in the weeks and months ahead. Construction is uniquely placed in that we have been operating throughout the pandemic using Site Operating Procedures to ensure Covid-secure environments, a model of safety best practice that has been taken up in other sectors and across the world.”



The construction industry can lead the way

Resources

1. Create a QR code for your site or workplace at
<https://www.gov.uk/create-coronavirusqr-poster>

2. Download the tracing apps at
England and Wales - <https://covid19.nhs.uk/>
Northern Ireland - <https://covid-19.hscni.net/stop-covid-ni-mobile-app/>
Scotland - <https://protect.scot/>

Support for business

The Chancellor of the Exchequer announced a range of follow on measures to help businesses when existing schemes come to an end. Four temporary loan schemes are being extended to 30 November 2020 for new applications. The Covid-19 Corporate Financing Facility will remain open until 22 March 2021. Where all other options have been exhausted - and the business is of strategic importance to the UK - the government may consider providing individual tailored financial support.

Bounce Back Loan Scheme [BBLs]

The Bounce Back Loan Scheme provides loans of between £2,000 and £50,000. The loans are capped at 25% of turnover. Borrowers do not have to make repayments for the first twelve months. The government covers the first twelve months' interest payments. Under new Pay as you Grow options, borrowers in receipt of BBLs will be offered more time and flexibility with their repayments.

Coronavirus Business Interruption Loan Scheme (CBILS)

The Coronavirus Business Interruption Loan Scheme is aimed at UK-based businesses with an annual turnover of less than £45 million. The scheme provides loans of up to £5 million. The government covers the first twelve months of interest payments and fees.

Coronavirus Large Business Interruption Loan Scheme (CLBILS)

The Coronavirus Large Business Interruption Loan Scheme is open to UK-based businesses with turnover in excess of £45 million a year. The scheme provides loans of up to £200 million to a maximum of 25% of annual turnover.

Future Fund

The Future Fund is an investment scheme for innovative and fast-growing UK-based businesses. It provides loans from £125,000 to £5 millions which have to be at least matched by private investment. Businesses that have already accessed a Future Fund convertible loan cannot apply for another one.





CORONAVIRUS
STAY AT HOME
PROTECT THE NHS
SAVE LIVES

10 DOWNING STREET
LONDON SW1A 2AA

Pay as You Grow

Pay as You Grow is government support for businesses that borrowed under the Bounce Back Loan Scheme. It provides greater flexibility to repay these loans over a longer period and in ways tailored to individual circumstances. Businesses will be able to repay loans over a period of up to ten years reducing average monthly repayments by almost half. There will also be an option to move temporarily to interest-only payments for periods of up to six months - this option can be used up to three times; or pause repayments entirely for up to six months - an option that can only be taken up once and only after having made six payments.

CBILS loan extension

The Coronavirus Business Interruption Loan Scheme extension gives more flexibility for UK-based SMEs otherwise unable to repay their loans by allowing lenders to extend the term of a loan by up to ten years.

VAT deferral New Payment Scheme

Businesses that deferred VAT due in March, to June 2020, will now have the option to spread their payments

over the financial year 2021/22. Instead of paying their VAT in full at the end of March 2021, businesses will be able to pay in 11 equal instalments over 2021/22. The VAT deferral New Payment Scheme will be open to all businesses that took advantage of the VAT deferral but will need to opt in. HMRC will put the opt-in process in place early in the new year.

Enhanced Time to Pay for Self-Assessment taxpayers

Self-employed - and other taxpayers - will have more time to pay taxes due in January 2021. This builds on the arrangements for Self-Assessment deferral put in place in July 2020. Taxpayers with up to £30,000 to be paid will be able to use HMRC's self-service Time to Pay facility to sign up to a 12-month payment plan. This means self-assessment liabilities due in July 2020 will not need to be paid in full until January 2022. Anyone not able to pay their tax bill on time - including anyone who cannot use the online service - can continue to use HMRC's Time to Pay Self-Assessment helpline to agree an individual payment plan.

Further information

<https://www.youtube.com/watch?v=riqzWuDKVhU>

<https://www.gov.uk/coronavirus>

<https://www.gov.uk/find-coronavirus-local-restrictions>

<http://cic.org.uk/news/article.php?s=2020-10-20-site-operating-procedures-version-6>

<https://www.nidirect.gov.uk/articles/coronavirus-covid-19-regulations-guidance-what-restrictions-mean-you>

<https://www.gov.scot/coronavirus-covid-19/>

<https://www.cs-ic.org/library/working-on-site-during-the-covid-19-pandemicconstruction-guidance/>

<https://www.cs-ic.org/media/4042/copy-of-annex-a-cs-re-start-model.pdf>

<https://www.gov.scot/publications/coronavirus-covid-19-construction-sectorguidance/>

<https://gov.wales/coronavirus-firebreak-frequently-asked-questions>

Membership Matters

Access to education and training

APS Webinars

We know you came to value the weekly webinars we started when Covid-19 hit. 'Start the Week with APS ...' will now be a permanent fixture and will start again from November. In future we will take a break over Christmas, at Easter and in the Summer but otherwise will run these weekly. Look out for joining details in your weekly newsletter. Remember, there will still be no charge for members, and each session counts as 2 CPD points.

9 November

Philip Baker: Construction Dust – and OLD issue

16 November

Andrew Gardiner: Lessons learned from lock down (mental health and wellbeing)

23 November

Steve Ash and the Membership Committee: Capability framework consultation

30 November

Tony Vozniak: Why health matters

7 December

Dr Alan Curley: Improving mind fitness for a changing world

Please let us know if there are any topics you would like us to cover or any speakers you would like to hear. Send your suggestions to:

Raymond.bremner@aps.org.uk



Please let us know if there are topics you would like us to cover.



CIC e-learning courses

The Construction Industry Council (CIC) is starting to roll out e-learning courses open to construction professionals. They are kicking off with a procurement fraud awareness course aimed at helping protect businesses from expensive malpractices and fraudulent behaviour. The course could reduce businesses purchasing costs by up to 15%-a-year. The course includes four hours of advice and corporate guidance, along with best practice skills and techniques.

The procurement fraud awareness course has been developed for the CIC in association with the Forensic Procurement Partnership (FPP), the only company solely-focused on merging accredited fraud and procurement expertise.

The course costs £127.00 per person and more information can be found at: <https://mailchi.mp/accredex/cictraining>

Volunteers wanted

APS Committees

The association is looking for new blood for some of its committees. We are particularly keen to get help on our Finance Committee, and are looking for members with a financial background or relevant experience.

Building Safety Bill

We are establishing a committee to help the association respond to the Building Safety Bill as it makes its way through Parliament. The group will need to continue on after the Bill receives Royal Assent, to help APS input your thoughts to the secondary regulations which will become after the main legislation is passed.

For this role, it would be helpful if you have experience of working with government or the HSE. You will need to have a sound grounding in policy work and a thorough understanding of current legislation and regulations in England. We also need input from members from Northern Ireland, Scotland and Wales, as there is a real danger the interface between the devolved administrations and England may be inadvertently overlooked.

The committee will meet as necessary and remotely in the first instance.

Education and training

The Board agreed to establish a standing committee to work with headquarters on education and training. The committee will be chaired and championed by Ray Bone. One of the group's key tasks will be to help develop, and have delivered, a core curriculum for APS members, as well as looking at training needs for both the association and wider industry colleagues. APS is recruiting a specialist member of the permanent team to work with the education and training committee underlining the association's commitment to your life-long learning needs.

We are looking for members who can demonstrate an interest in education and training, both in the commitment they have made in their own skills and how they have helped others. Some experience of training or teaching in further or higher education would be helpful, but the drive to raise standards and improve access to education and training for all members is vital.

The committee is likely to meet four times a year but, in the early stages, there may be extra meetings and homework.

Finance

The finance committee is looking for new members following the retirement of its chair Bill Evans. The finance committee is a key part of the association's governance providing vital membership scrutiny of APS's finances. The group helps set the annual association budget and has oversight of the operational management of members' money.

The role requires a thorough understanding of financial management gained in either a professional banking or accountancy setting, or in a senior finance role in business. Applicants must be comfortable with balance sheets and budgets, as well as standard accountancy conventions.

The committee reports to the Board and meets four or five times a year. Monthly accounts are shared with the group for comment and question.

Governance

ASP is currently undertaking a major review of how it operates with the aim of making the association more open and responsive to its membership. The committee is looking for new members as the work moves into a new phase helping develop the everyday processes that will underpin everything we do.

We are looking for someone who can bring a wider perspective from other bodies and organisations to help APS improve the way it operates. No specific skills are needed, but committee experience in another membership body or group is desirable. It could be helpful to have worked in a larger business or a regulated setting.

The committee meets four to five times a year but there may be the need for additional reading.

Meet the Board

There were changes to the APS Board at the beginning of October with new members coming onto the committee and others finishing their term of office.

The Board is now made up of:
Steve Ash

Philip Baker

Raymond Bone
- *President-elect*

Stella Clutton Saunders
- *Past President*

Jonathan Moulam
- *President and Chair of the Board*

Mike Stowell

Simon Toseland

Bryn Wilde

We will be introducing you to them all over the coming months. There will also be quarterly online surgeries where every member will have the chance to put your questions and comments to directors in person.

We would like to thank Bobby Chakravarthy and Bill Evans for their time on the Board.

Regional round-up

Welcome to your regular round-up of what is going on around the APS regions.

October marks the change of office bearers right across the APS family. So, here's your guide to who's who across the regions and how to get in touch. Remember, APS belongs to you all. Our volunteers - as well as the team at headquarters - are here to help.

Region	Chair	Contact Details
East Anglia	Charles Cowling	ccowling@shoreengineering.co.uk
East Midlands	Paul Swales	paul.swales@lincolnshire.gov.uk
London	Peter Taylor	p.taylor@lclark.com
Midlands	Nattasha Freeman	Nattasha.Freeman@turntown.co.uk
North West England	Derek Bradshaw	derek.bradshaw@kok-surveyors.com
Northern England	Kevin Bainbridge	kevin.bainbridge@hotmail.co.uk
Northern Ireland	Sean Maguire	seanmaguire@rpparchitects.co.uk
Scotland East	Graeme Smith	graeme.smith@fairhurst.co.uk
Scotland North	Andrew Gardiner	Andrew@safehandshandssafety.co.uk
Scotland West	Callum Bunce	cazbunce@aol.com
South Central England	Phil Christopher	philc63@hotmail.co.uk
South East England	Roy Blamey	rb@goddardconsulting.co.uk
South West England	Lesley Damrel	lesley.damrel@btinternet.com
Wales	Ceri Camilleri	ceri@camillerigroup.co.uk
Yorkshire	Gary Harris	eastridingsafety@gmail.com



Regional Committees 2020

East Anglia

Chair	Charles Cowling
Deputy Chair	Gerald Brown
Ex-Officio	Simon Toseland
Co-optee	Carla Crocombe

East Midlands

Chair	Paul Swales
Treasurer	David Matthews
General Committee	Bill Evans
General Committee	Mark Richards
General Committee	Derek Fenwick
General Committee	Tam Bream

London

Chair	Peter Taylor
Deputy Chair	Ken Hannah
Secretary	Peter Waxman
Treasurer	Peng Kiong Chou
General Committee	James Howard
General Committee	Rebecca Weir
General Committee	Shahnawaz Shaikh
General Committee	Paul Bussey
General Committee/NER	Mark Snelling
Ex-officio	Philip Baker
General Committee	John Chrastek
General Committee	Raena Daly

Midlands

Chair	Nattasha Freeman
Deputy Chair	Martin Emery
Secretary	David Rudge
General Committee	Daljit Sharma
General Committee	Gregory Ward

North West England

Chair	Derek Bradshaw
Deputy Chair	David Ashworth
Secretary	David Forshaw
Treasurer	Lewis Duff
General Committee	James Malone

Northern England

Chair	Kevin Bainbridge
Deputy Chair	Russ Charnock
Secretary	John Johnson
Co-optee	Timothy Nichol
Co-optee	Steven Slater

Northern Ireland

Chair	Sean Maguire
Deputy Chair	Paul Cheyne
Treasurer/Secretary	John Murray
Committee Member	Syd Magill
Committee Member	Valerie Robinson
Co-optee	Gerry Millar
Co-optee/NER	Peter Fitzpatrick

Scotland East

Chair	Graeme Smith
Deputy Chair	Clive Wilmott
Treasurer	Euan McKie

Scotland North

Chair/Treasurer	Andrew Gardiner
Deputy Chair	Les Hutt
Secretary	Paul Davies
Committee Member	Neil Ferguson
Committee Member	Eric Davidson
Committee Member	Robin Clark

Scotland West

Chair	Callum Bunce
Deputy Chair	Leanne McDermott
General Committee Member	Paul McCool

South Central England

Chair	Alan Vowler
General Committee	Robert Alfrey
General Committee	Phil Christopher
General Committee	Mark Blanchette

South East Engand

Chair	Roy Blamey
Treasurer/NER	James Addley
Secretary	Alan Seddon

South West England

Chair	Lesley Damrel
Deputy Chair	Martin Wilde
Secretary	Peter James
General Committee	Mike Hancock
General Committee	Niall Carter
General Committee	Duncan Soper
General Committee	Duncan Cooper
General Committee	Malcolm Smith
General Committee	Susan Wilton

Wales

Chair/Secretary	Ceri Camilleri
Deputy Chair/Treasurer	Jason Williamms
Ex-Officio	Bryn Wilde
General Committee	Andrew Young
General Committee	Mark Littlejohns
General Committee	David Ineson
Co-optee	Robert Camilleri

Yorkshire

Chair	Gary Harris
Ex-Officio	Mike Stowell
General Committee	Raymond Bone
General Committee	Richard Ellis

Internal Market Bill

As US President Elect Biden says he is not a supporter of the UK's Internal Market Bill, Devin Scobie explains why it is more than just about Brexit.



The government's plans worry many people as they have concerns this will lead to a Dutch-auction for standards with the lowest common denominator becoming the norm nationwide.

The Internal Market Bill has come under attack from no less than President Elect Joe Biden. He – like many other people – fear it will undermine the Good Friday Agreement which helped bring to an end years of conflict across the island of Ireland. Concerns surround worries that the Bill will create a border between Northern Ireland and the Republic ending the open border and free movement people and businesses have enjoyed.

The Westminster government disagrees and says the Bill is necessary to protect jobs and trade across the whole of the United Kingdom after the transition period for withdrawal from the European Union ends on new year's day

2021. Nationalists in the devolved administrations see the Bill as a London power-grab heralding the end to locally determined standards - and potentially fatal consequences for building safety.

The Bill means goods or services approved for use in any part of the UK will not be able to be restricted in other home nations. The government's plans worry many people as they have concerns this will lead to a Dutch-auction for standards with the lowest common denominator becoming the norm nationwide.

Peter Drummond, Chair of Practice at the Royal Incorporation of Architects in Scotland [RIAS], has been vocal in

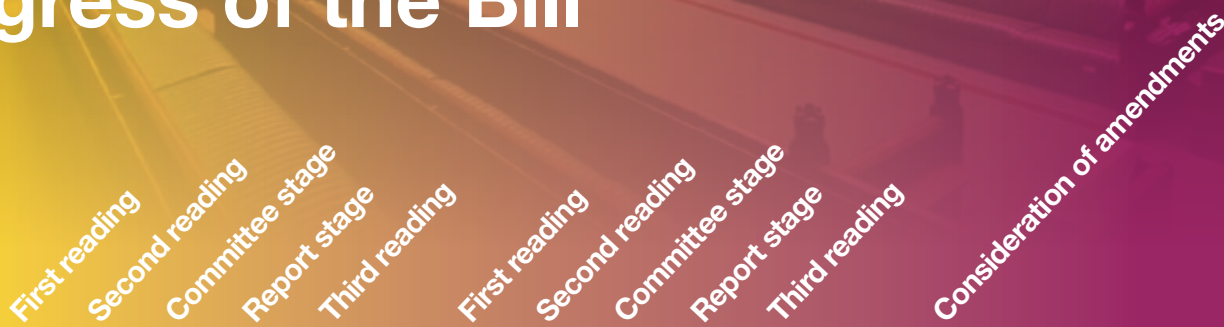


his opposition to the Bill arguing that current building standards impose significantly higher standards on construction projects in Scotland in comparison to those in England and Wales. In particular he has criticised the Bill's potential consequences for fire safety. The Scottish government introduced new cladding regulations in 2003 following a fatal fire in high rise flats in Irvine.

A UK government spokesman said, "The Scottish government and devolved administrations will continue to be able to set their own regulations in areas of devolved competence, including building regulations."



Progress of the Bill



Bill started in the House of Commons

House of Commons



House of Lords



Royal Assent

Further information

Internal Market Bill – https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/901225/uk-internal-market-white-paper.pdf
 Explanatory Notes - <https://publications.parliament.uk/pa/bills/lbill/58-01/135/5801135en.pdf>

Internal Market Bill

The United Kingdom Internal Market Bill aims to provide certainty for people and businesses to work and trade freely across the whole of the UK.

The Internal Market Bill is necessary because, on 1 January 2021 when the transition period for leaving the European Union ends, the rules that have regulated the interaction between the countries that make up the UK will also end. The Bill aims to put in place new rules that will allow businesses to continue to trade freely across the UK.

The government claims the Bill will deliver three overarching objectives continuing to:

- secure economic opportunities across the United Kingdom;
- increase competitiveness enabling citizens across the UK to be in the best place in the world to do business; and
- provide for the general welfare, prosperity, and economic security of all UK citizens.

President's Postscript

As Jonathan Moulam starts his term as APS President he pays tribute to his predecessor Stella Clutton Saunders and sets out his priorities for the next two years and beyond.

Living in times of change

We are living in times of change. Not only in terms of the lasting effects of Grenfell and, as we look forward, the resultant outcomes of the Building Safety Bill which you'll have read about earlier. But who can ignore Covid-19 and the impact it has had on our work and personal lives.

Change brings opportunity

But change can bring opportunity. It brings the chance to look at what we do, how we do it and why we do it.

I believe now is the time when the Association for Project Safety must:

- renew our purpose
- refresh our goals; and
- reinvigorate our membership.

Working together

I am delighted to report that the Board has been strengthened by the additional of Mike Stowell and Simon Toseland although we have seen the retiral of long-serving director, Bill Evans. I am very grateful to him for his years of tireless service to the association and its members, particularly on his home patch in the East Midlands.

I am pleased to see that all our regional committees are up and running and ably supported by Sheena Munro and Nicola Lally from the headquarters' team. I hope you will take the opportunity to get in touch with your local representatives to see what is going on in your area.

I can report that APS is now plugged in to all the important cross-sector working groups. This is largely done through our membership of the overarching Construction

Industry Council (CIC) where we are now represented on all the major committees. I will be reporting back on all of our activities in the coming months.

We are also now much more closely engaged with government and the devolved administrations as well as continuing to work with the HSE as well as sitting on the group that is looking at the revised statutory PD dutyholder. Members are closely involved in the work on development of the new Building Safety Manager role too.

You will also have seen the work we are doing closer to home on the capacity framework needed for APS members themselves. You will see that we have a workshop for members on Monday 23 November 2020 - look out for further details in Lesley's Friday email to you all along with news about other member events.

Learning from the past – fit for the future

However, all of this aside, I think we have an opportunity in these difficult times to look back and learn from the past.

APS was formed 25-years ago as the Association of Planning Supervisors. This changed in 2007 when we became the Association for Project Safety. The explicit intent was to shape and share good practice in design risk management rather than just focusing on the specific roles within the CDM Regulations. And, today, it is even more important that we all focus on shaping and sharing everything that is good in the field of construction design risk management.



We need to take all the good stuff – and make it even better.

And, for APS to help you in everything you do, the association itself needs to be fit for the future. So, the time has come for the association to look again at how it works. We need to take all the good stuff we do - and make it even better. And - where things aren't working so well - ask ourselves what changes we need to make.

Delivering in a new way

And change is happening already.

One area that has changed since the onset of Covid-19 is how we deliver our CPD programmes - whether that is at a local level or on a national basis. That is why the decision was taken to invest in the Zoom platform for business - that has given us both added security and extra capacity. Certainly the APS regions have embraced this technology and are providing local events through the internet. You will have seen we have just completed a very successful second CPD series online and our popular free webinars are back and will become a permanent feature. This means even more members can join in the events where otherwise they would have had to travel and take time out.

Recognising and embracing the use of digital technology to deliver our CPD sessions makes APS accessible to many more people. Just consider this - normally our sessions can seat 40 people. During my first webinar I was able to meet nearly 1,000 of you in one go.

The new normal

The new normal means that we have all had to learn new skills - whether that's speaking into a camera or managing a meeting online where you can't always see people, necessarily know who wants to speak or even guess what they are about to say. These are new soft skills we are all going to need in the future.

Learning from the pandemic

But, what are the skills the industry will need? What will the construction industry learn from this pandemic?

There is already anecdotal evidence that social distancing on sites has led to a reduction in incidents and accidents. Some say Covid-19 has already led to better planning of tasks on site. Certainly, with the projects I've been involved in, it's

not only been the site teams that have benefitted. It's also affected the design team - including myself, as PD.

The use of digital meetings has enabled relevant information to be shared including site videos, photos and drawings. So, any issues can be discussed and solutions reached, there and then.

I firmly believe that this way of working will become the norm - with fewer physical meetings. The environmental - and cost-saving - gains can be significant with reduced travelling and all those other associated costs. Equally, the travel time saved can improve individual productivity as well as help with the dreaded work/life balance.

But, before we rush off thinking everything in the garden is rosy, this needs to be put into context. We need to look into whether this has led to greater or reduced productivity. And we cannot take our eyes off the possible impact on mental health - something we will be returning to in Spring.

The Building Safety Bill

And it is 'all change' for legislation and regulation too. The introduction of the draft Building Safety Bill is focussing on key functions that require a whole set of new and revised skills and knowledge to meet their duties. It is highly likely that these requirements will - over time - need to be applied to all projects, no matter how simple or complex and not just the high-risk projects to be tackled first as a matter of priority.

The APS challenge

The challenge for APS is to help you, as members, prepare and get ready to meet these new and enhanced requirements so you can demonstrate you have the appropriate capabilities when clients come looking for skilled professionals to join their teams. It is my duty as your incoming President to equip you all with what you need, so employers have the confidence that any APS member will meet the new, more demanding criteria.

What this challenging year has shown me personally is that I don't need to rush here, there and everywhere to be able to do my job. I can do it just as effectively remotely. I have found I have been



able to resolve complex issues without setting foot on site.

The work/life balance has been my biggest gain. I have had time to enjoy the world around me - whether sitting in the garden with family or on the allotment, taking time to do those jobs I would otherwise have been too tired to tackle. And we should all use

the changes we have had to make to ensure everyone else can enjoy these benefits too.

I've certainly had more time to reflect, and now I want to get down to our core business of making sure we, as an association, focus on making construction a safer place.



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Synergie Training specialises in the **APS Accredited Principal Designer** course which we provide as both onsite closed company courses and as public courses throughout the UK. We have successfully accredited over 2,000 individual Principal Designers with a 95% pass rate and also provide CDM Overview, Client, Contractor, Domestic Client, Construction Safety through Design and customised CDM training.

VIRTUAL TRAINING

Due to the uncertainty of COVID-19 we are now running all our CDM courses virtually via live trainers. These courses have been a great success having trained over 400 delegates since March with a 100% pass rate on our virtual APS CDM PD course.

Upcoming Dates include:

7 Dec - 8 Dec	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
9 Dec	*Virtual* – CDM2015 Overview	Online – Remote	£195
19 Jan - 20 Jan	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
21 Jan	*Virtual* – CDM2015 Overview	Online – Remote	£195
27 Jan - 28 Jan	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
28 Jan	*VIRTUAL* – CDM: Wind & Renewables	Online – Remote	£195
15 Feb - 16 Feb	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
18 Feb	*Virtual* – CDM2015 Overview	Online – Remote	£195
23 Feb - 24 Feb	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
8 Mar - 9 Mar	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
11 Mar	*Virtual* – CDM2015 Overview	Online – Remote	£195
23 Mar - 24 Mar	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
12 Apr - 13 Apr	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595
15 Apr	*Virtual* – CDM2015 Overview	Online – Remote	£195
26 Apr - 27 Apr	*Virtual* – APS Accredited – The role of the Principal Designer under CDM 2015 (2 Day)	Online – Remote	£595

Please quote **APS-NOV-10** for a 10% discount on any of the above public courses.

Please visit: www.synergietraining.co.uk/course-schedule to view additional public course dates.

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