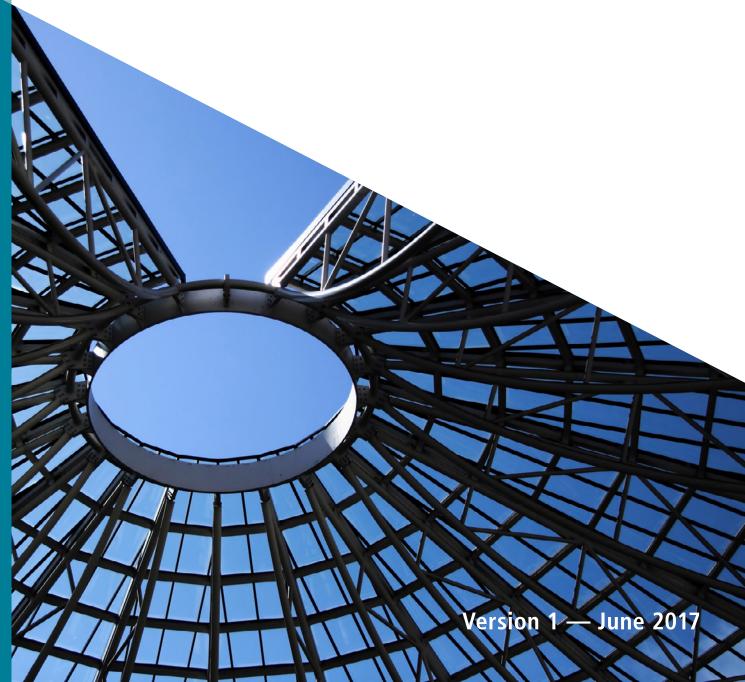


Life Long Learning: Health and Safety

Risk Management

for Institution of Civil Engineers Members



Contents

Introduction 3

Development of the Schedule for the Institution of Civil Engineers Members 4

Schedule 5–19

List of Life Long Learning References and Sources of Training 20



Introduction

Managing health and safety risks effectively is a vital requirement for technician, incorporated and chartered engineers whatever their role. They have a key role in ensuring that the safety and health of the workforce and the public is given prominence in all that they do — whether this is ensuring day-to-day safety, dealing with hazards to health, or minimising the potential for major accident-events affecting society. This requires an understanding of, and competence in, the key issues underpinning high standards of health and safety risk management from design, through to operations and the management of projects, and in relation to the entire engineering life cycle of a process, product or project. It includes an understanding of legal requirements, good practice and the organisational and cultural issues that need to be addressed to ensure high standards — such as leadership and communication skills.

This document has been developed by the Institution of Civil Engineers, past and present Health & Safety Expert Panel Members

www.ice.org.uk/about-ice/what-we-do/health-and-safety-expert-panel

to provide guidance for technicians, engineers and those working in industries connected to civil engineering in respect of continuing learning in health and safety risk management as they progress through their careers — whether their role is primarily in an engineering capacity or that of a manager or senior manager. This continued learning is a necessity in order for individuals to comply with the law, and is an underlying requirement of the ICE Code of Conduct:

www.ice.org.uk/about-ice/who-runs-ice/how-we-work/conduct-policy

in order to safeguard others — particularly Rule 3: *All members shall have full regard for the public interest, particularly in relation to matters of*

health and safety, and in relation to the well-being of future generations.

The document is based upon a document 'Life Long Learning for Health and Safety Risk Management for IIG Institution members':

www.jigsr.org/publications

produced by the Inter-Institutional Group on Health and Safety (IIG) which has been developed in order to provide a broad framework offering guidance and describing in broad terms the continuing learning that is likely to be required in relation to this subject. A schedule is included which identifies for various career levels typical levels of attainment and the typical means to attain the required level. The levels of attainment are intended to be cumulative during the progression of a career.

Development of the Life Long Learning Schedule by the Institution of Civil Engineers

The schedule has been developed by the Institution of Civil Engineers to include an interpretation of the specific means to attain the required levels of attainment as they relate to the civil engineering profession.

The Institution of Civil Engineers interpretation has been aligned with the envisaged membership grade within the Institution of Civil Engineers that would be applicable at the various stages of an individual's career progression.

These specific requirements align with other qualifications that are identified by the Institution of Civil Engineers to demonstrate career progression in health and safety risk management. These include:

■ Health and Safety Register

Information accessed from web page:

www.ice.org.uk/careers-andtraining/careers-advice-for-civilengineers/specialist-professionalregisters#HSR

The Health and Safety Register allows members to demonstrate an enhanced and clearly defined level of competence in the application of health and safety risk management within the initiation, planning, design and construction process. Membership of the Health and Safety Register is available at different levels to reflect your career progression in health and safety risk management.

Chartered Manager

Information accessed from web page:

www.ice.org.uk/careers-andtraining/careers-advice-for-civilengineers/more-qualifications-forcivil-engineers#chartered-manager

Chartered manager (CMgr) is the highest management qualification. Awarded by the Chartered Management Institute (CMI), chartered manager recognises your professional management and leadership experience. This will complement your expertise in civil engineering.

Schedule

| | | Education | 6 |
|--|--------------|---|---------|
| | | Trainee Engineer and Trainee Engineering Technician | 7 – 9 |
| · · · · · · · · · · · · · · · · · · · | Level | Qualified Engineer and Qualified Engineering Technician | 10 – 11 |
| | Career Level | Senior Engineer and Senior Engineering Technician | 12 – 14 |
| · · | | Manager (or equivalent) | 15 – 16 |
| 1 | | Director or Partner (or equivalent) | 17 – 19 |
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| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | | Institution of Civil Engineers Interpretation |
|-----------|---|---|--|---|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| IPD PHASE | Education | As set out in the relevant discipline's accreditation documents and complying with UK-SPEC learning outcomes. | Via accredited degree course (CEng, IEng); via work experience, completion of an appropriate apprenticeship, and/or an approved qualification e.g. Level 3 BTEC (EngTech). | Student Member As set out in Annex D of the Joint Board of Moderators requirements — link included below. |

Web Links

Web link to Annex D of the JBM requirements:

 $www.jbm.org.uk/uploads/JBM124_AnnexDHealthSafetyRiskManagement.pdf$

Sources of information for students are included on the ICE website at: www.ice.org.uk/about-ice/what-we-do/health-and-safety-expert-panel

Trainee Engineer and Trainee Engineering Technician

| rements included within Schedule: Life Long Learning ealth and Safety Risk Management | | | Institution of Civil Engineers Interpretation | |
|--|---|---|--|--|
| Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level | |
| | | | Graduate Member | |
| Engineering Technician | 1. Has knowledge and understanding of current legislation and best practice relevant to area of work including knowing limits of own knowledge and where to find information. | In line with requirements of Institution's Core Objectives' (excluding items such as First Aid and Fire Warden training) whilst ensuring that a broad capability is established. Includes an element of formal training (to industry recognised standards where available). | Has a sound and up to date knowledge over the range of legislation relating to the construction industry and general construction- related hazards. Is aware of information sources. | |
| Trainee Engineer and Trainee Engineering Technician | 2. Understands and is able to apply the hierarchy of risk control including ALARP/SFARP during design and over the whole life-cycle. | Utilising mentoring and supervision from qualified/ senior engineers to enhance the learning experience. Where possible, maximising opportunities to work in a range of different areas before specialising. | 2. Recognises the hazardous nature of the Construction industry. Utilises the concepts of harm, hazard and risk. Has detailed knowledge of the hazards applicable to their field of work and be able to identify hazards and propose risk mitigation measures. Can differentiate between significant and trivial risk. Can demonstrate the link between forecasting, planning and risk identification. Recognises the need to address risk at key stages in a project, and, As a designer, can apply the risk hierarchy to their designs and interface with other statutory duty holders. On site, can deal with people issues and interfaces to ensure a safe place of work using best practice solutions to address physical harm occupational ill health and the provision of welfare. | |

Trainee Engineer and Trainee Engineering Technician Cont.

| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | arning | Institution of Civil Engineers Interpretation |
|-----------|--|---|---|--|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | Trainee Engineer and Trainee Engineering Technician | 3. Understands personal and collective responsibilities and liabilities relevant to the industrial sector, and the relevance of lessons from others. | | Understands the role of the enforcing authority. Can explain the relationship between legal and moral/ethical obligations. Can conduct themselves appropriately when in a construction environment. |
| | | 4. Understands the critical importance of minimising the risk of catastrophic events and the particular measures required to prevent this from occurring. | | 4. Recognises the: Plausibility of catastrophic failure in the construction industry. Is aware of past examples and sources of information. Understands that control of this risk is a 'whole organisation' responsibility. |
| IPD PHASE | Trainee Eng | 5. Is aware of current initiatives and industry concerns in respect of health and safety risk — including occupational ill-health, ergonomics and the need to take a systems/holistic view of risk. | | 5. Understands the major causes of harm in the Construction sector, including physical harm and occupational ill health and the initiatives being undertaken to address them. |

Trainee Engineer and Trainee Engineering Technician Cont.

| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | arning | Institution of Civil Engineers Interpretation |
|-----------|---|---|---|---|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| IPD PHASE | Trainee Engineer and Trainee Engineering Technician | 6. Understands the interaction of safety/ health risk with other business related risk and is able to maintain a learning and questioning approach to the maintenance of high standards of health and safety within this framework. | | 6. Can give examples of the cost of accidents. Can carry out risk assessment in a non-bureacratic way. Can explain the scope and application of BIM to health and safety in a construction environment. Can provide leadership in the development and implementation of high standards of health and safety. |

Qualified Engineer and Qualified Engineering Technician

| | uirements included within Schedule: Life Long Learning Health and Safety Risk Management | | Institution of Civil Engineers Interpretation |
|---|--|--|---|
| Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | CEng, IEng, EngTech | CEng, IEng or EngTech | EngTech, AMICE, MICE |
| Qualified Engineer and Qualified Engineering Technician | Is fully familiar with and able to routinely apply, means to eliminate hazards and reduce risks in own area of work/expertise. Able to manage and apply safe systems of work. | Achieves on-going CPD on health and safety risk matters. Ensures CPD training is specifically obtained on new or revised regulations and for industry developments. Achieves selfdevelopment in this area. | Able to demonstrate contemporary 'risk management' processes applied to projects, leading to practical solutions, e.g. Elimination or reduction in risks arising from design. Elimination and reduction for non-project work e.g. site visits. Able to demonstrate the purpose, and use of safe systems of work (in office or on site), having regard to best practice e.g. Office: lone working, use of equipment. Site: as applicable to work remit. Understands the need for effectiveness and avoidance of unnecessary bureaucracy. |
| alified Engineer a | 3. Aware of good practice and current concerns. | | 3. Achieved through reading of journals, web information, industry briefing communications e.g. ACE INTELLIGENCE, attendance at seminars and the like, in subjects such as improvement of occupational ill health, BIM, procurement, SME issues (such awareness should be of a level that the engineer could participate in a group discussion with peers on the subject; to understand the advantages and any pitfalls). |
| nò | 4. Is able to communicate effectively with others. | | 4. Recognises the importance of, and implementing, good communication i.e. informing others of what they need to know timeously, limiting the data to what they really need to know, putting oneself in their shoes as regards need, recognition of an engineer's duty of care to disseminate safety and health data for the benefit of others. To appreciate that safety/health data should cut across any contractual boundaries. Is able to show examples in use. |

| | equirements included within Schedule: Life Long Learning r Health and Safety Risk Management | | earning | Institution of Civil Engineers Interpretation |
|-------|---|---|--|---|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | | CEng | | AMICE, MICE |
| | chnician | Able to undertake monitoring of relevant safe systems of work. | | Has experience of monitoring workplace systems, e.g. project 'risk assessments', and also operational systems: e.g. assessment and recording of team capability; extent of checking required; or validation of software). |
| | eering Te | 6. Seeks to improve systems. | | Has awareness of need to improve and how this might be determined (e.g. through feedback, self-study of other systems; has knowledge of good practice), and implements this or raises issues with line manager. |
| | Qualified Engineer and Qualified Engineering Technician | 7. Able to relate health and safety risk management to wider benefits of effective management and its relationship to business success. | | Undertakes wider reading, group discussion, project implementation, and of treating 'health and safety' as just one component of risk. Is able to explain strategic, operational and detail risk profiles. |
| | ed Engineer | 8. Knows when and how to obtain specialist advice and input. | | 8. Recognises personal or team knowledge limitations, and the benefit of using peers, line manager, external advisor, company competent source of advice, personal development as required. Recognises need to obtain second opinion on occasions regardless of knowledge. Records key decisions. |
| PHASE | Qualif | Leads by example and through effective communication with staff and stakeholders. | | Actively demonstrates this e.g. by: team meetings, webinars, introduction of best practice, personal involvement and setting of standards. Inducting new members of staff in the company culture, engagement with Clients and Principal Designers. |
| CPD | | Health and Safety Register – Level 1 is applicable if you're no | ewly qualified as a technician, engineer o | or are working in industries connected to civil engineering. |

Senior Engineer and Senior Engineering Technician

| | uirements included within Schedule: Life Long Learning Health and Safety Risk Management | | | Institution of Civil Engineers Interpretation |
|-----------|---|---|---|---|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | | CEng, IEng, EngTech | CEng, IEng or EngTech | EngTech, AMICE, MICE, FICE |
| | Senior Engineer and Senior Engineering Technician | Able to advise less experienced engineers/ technicians in health and safety risk manners. | CEng, IEng or EngTech Achieves on-going CPD on health and safety risk matters. Ensures CPD training is specifically obtained on new or revised regulations and for industry developments. Achieves selfdevelopment in this area. Interacts with practicing engineers in his own team, across their organisation and beyond, as appropriate. | 1a) Has awareness of developments that can impact on health and safety risk management such as: The introduction of new Regulations and supporting ACOPs and Guidance and Industry specific guidance. Specific technical issues relating to health and safety incidents or good practice. Feedback on internal and external safety alerts. Provides information and guidance to members of their own team. MICE, FICE 1b) Provides information and guidance across their organisation and other organisations e.g. client organisations regarding how the developments will impact on their activities. This can include briefing documents, presentations, lunch and learn sessions, workshops to disseminate the information. |
| CPD PHASE | | Able to identify health and safety training needs of their staff. | | 2. Able to identify the requirements for skills, knowledge and experience of their staff, together with organisational capability to address the health and safety risk profile for the activities that their staff will be undertaking. This will include general health and safety training e.g. relating to fire safety or specific training relating to subjects such as confined space entry and working at height. |

Senior Engineer and Senior Engineering Technician Cont.

| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | arning | Institution of Civil Engineers Interpretation |
|-----------|---|---|--|--|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | jineering Technician | 3. Provides positive role model in health and safety risk management matters. | Demonstrates a commitment to health and safety risk management matters through the implementation of the principles of prevention during the design and construction process. Demonstrates an ability to communicate matters relating to health and safety risk management throughout the project team. AMICE, MICE, FICE | |
| | Senior Engineer and Senior Engineering Technician | 4. Will be capable of identifying the need for health and safety reviews and audits where appropriate, and initiating these within his/her areas of responsibility. | | 4. Recognises the requirements for active and reactive monitoring, reviews and audits. Is familiar with processes such as the "Plan, Do, Check, Act". Is able to develop and implement Action Plans to address items raised. |
| CPD PHASE | | 5. Actively promotes the relationship between good health and safety risk management and good business risk management. | | 5a) Provides leadership within their own team. Understands the financial implications of health and safety risk management performance e.g. direct and indirect costs of accidents and incidents, the benefits of addressing hazards during the design phase of a project. |

Senior Engineer and Senior Engineering Technician Cont.

| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | arning | Institution of Civil Engineers Interpretation |
|-------|--|---|---|---|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | | | | MICE, FICE |
| | hnician | | | 5b) Provides leadership across their organisation and with other organisations to integrate good health and safety risk management within the management of projects and within the overall business. |
| | Senior Engineer and Senior Engineering Technician | | | Understands the interaction between CAPEX and OPEX costings/life cycle costings. |
| | Enginee | | | |
| | l Senior | | | |
| | eer and | | | |
| | ır Engin | | | |
| | Senic | | | |
| PHASE | | | | |
| P D | | Health and Safety Register – | | |
| O | | Advanced level is applicable if y relate to health and safety. | you have a lead role in civil engineering | design, management and experience of construction processes that particularly |

| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | | Institution of Civil Engineers Interpretation |
|---------|--|--|---|--|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | | CEng, IEng, EngTech | CEng, IEng or EngTech | EngTech, AMICE, MICE, FICE |
| | Manager (or equivalent) | Able to inculcate a health and safety culture within team. Ensures anyone reporting to them has the opportunity to maintain competence. | Achieves on-going CPD on health and safety risk matters. This should encompass the wider issues of managerial responsibility. Ensures CPD training | Acquires a good understanding how the following can impact on the business health and safety culture: published values, behaviours, knowledge and documented management systems. Ensures feedback is encouraged to identify those needing training and support in these areas. |
| | Manag | 2. Understands the need to benchmark and review progress and performance. | to annualification about and | Acquires an understanding of, and then puts into practice, the use of health and safety performance targets. These might include (as relevant) accident frequency rates, current status of proposed risk assessments and method statements, validation of calculations, monitoring of process data. |
| SE | | 3. Understands the wider occupational health and safety responsibilities of managers and the importance of a holistic approach to risk management. | | Reads magazines, attends conference and courses for manager. Understands the importance of the integration of health and safety work with the appropriate line management functions. |
| CPD PHA | | 4. With support, able to implement and maintain a comprehensive health and safety management system. | | 4. Reviews internal and external audit information. Reviews inspection reports. Learns by contributing to documented system management reviews. Learns by reviewing supply chain (designers, suppliers and contractors, as appropriate) and business procurement arrangements for their health and safety skills, knowledge and systems. |

| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | earning | Institution of Civil Engineers Interpretation |
|-------|--|---|--|---|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | Manager (or equivalent) | 5. Understands the need to demonstrate commitment to good practice and continuous improvement in health and safety risk management and demonstrates this in practice by personal example. | | 5. Develops leadership and demonstrates initiative by carrying out non-routine management activity such as ad hoc performance reviews, discussions on recent incidents, site visits, reviews of incident investigations. For each incident investigated, supports the principle of finding the immediate, underlying and root causes. |
| | | Encourages learning and a questioning attitude in relation to health and safety concerns. | | 6. Gains experience by supporting reviews of risk assessments and method statements. Studies reference material and understands the need to consult with personnel with adequate experience of subject matter when necessary. Understands the necessity of checks and their reporting on the subsequent operations. Uses the raising of queries to gain experience of issues. |
| PHASE | | 7. Ability to listen and recognise when engineers are raising health and safety concerns and deal with them appropriately. | | 7. Understands the wider disciplines of health and safety. For example in engineering, process, temporary works, and the management of high risk organisations. Gains experience of the production of articulate and succinct reports that demonstrate health and safety concerns — in order to receive more relevant information in less time. |
| CPD | | | nagement Institute (CMI), Chartered maxperience. This will complement your e | anager (CMgr) is the highest management qualification recognises your professional xpertise in civil engineering. |

| irements included within Schedule: Life Long Learning ealth and Safety Risk Management | | | Institution of Civil Engineers Interpretation |
|---|--|---|---|
| Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | CEng, IEng, EngTech | CEng, IEng, EngTech | EngTech, AMICE, MICE, FICE |
| Director or Partner (or equivalent) | Capable of formulating health and safety policy with advice from a competent source. | Achieves on-going CPD on health and safety risk matters encompassing the wider issues of senior managerial responsibility (which should include a formal element for this level). | Understands the basis of good policy construction and implementation, the interaction between 'health and safety' risk and other operational risks, and of feedback and review provisions. Is aware of statutory, or other mandatory provisions in this regard and of good practice generally. Understand how to discern between the different aspects of health and safety and which aspects are relevant to the particular organisation*. |
| Director or Par | 2. Has good understanding of current legislation, necessary to fulfil role as Director. | Maintains suitable interaction across the organisation and with peers within the sector. | 2. Has knowledge of "emerging" legislation and understands how it might be implemented in the future in the organisation*. Actively assists the legislators by commenting on draft versions of proposed legislation. Reads professional magazines. |
| | 3. Understands the responsibility of Directors toward health and safety risk management. 3. Understands the responsibility of Directors toward health and safety risk management. | | Understands legislation that applies following a fatality including Gross Negligence Manslaughter and Corporate Manslaughter (Homicide in Scotland). |
| | | | Understands how the risk of fatalities can be reduced and put appropriate policies into effect. |
| | | Understands how the board and top managers should form an appropriate defence in case a fatality occurs, through effective organisational systems. | |
| | | Understands organisational management techniques for organisations* (of complexity relevant to the individual) and processes, including, where relevant, groups of organisations* and how high level standards can be applied allowing specific policies to be developed in subsidiary elements | |

| Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | | arning | Institution of Civil Engineers Interpretation |
|---|-------------------------------------|---|---|--|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | Director or Partner (or equivalent) | 4. Is aware of good practice in health and safety management relevant to the business and promotes this as a business objective. | | Understands how implementation can be tracked by the Board and how to ensure the total entity of an organisation*, of the relevant size, has sufficiently rigorous health and safety governance. Understands how to structure the governance of the total entity (large or small). In large organisations* this would include experience of the interaction between high level board members and those of lower, subsidiary boards. 4. Understands how health and safety risk management experts can operate, communicate and liaise through the total entity of organisations* (of whatever size). |
| CPD PHASE | | 5. Ensures that sufficient resource is available to achieve objectives and promotes the case that a successful business requires high standards in health and safety risk management performance. | | 5. Understands the relationship between resources (human, digital, equipment and machinery) and the effect it can have on performance levels and whether this meets industry standards. Knows how to decide on the appropriate performance standard for each organisational element within the total entity and the appropriate resource to accommodate it. Keeps up do date through conferences, the reading of professional magazines and the like. Seeks and learns from advice from appropriately qualified and experience high level practitioners as necessary. |

Director or Partner (or equivalent) Cont.

| | Requirements included within Schedule: Life Long Learning for Health and Safety Risk Management | | | Institution of Civil Engineers Interpretation |
|-----------|--|---|---|---|
| | Career Level | Typical Level of Attainment (cumulative throughout notional career) | Typical Means to Attain Required Level | Typical Examples of Demonstration of Required Level |
| | Director or Partner (or equivalent) | 6. Understands the need to lead from the front and to support staff, and does so. | | 6. Understands the stress that exists between professional advisors (service function) and the line management/staff. Has experience of proactively checking for stress levels on both sides. Understands the degree to which stress is caused by poor standards of management techniques etc. Understands how to be visible, as far as possible, to the various organisations* within the total entity. Gives speeches and talks to demonstrate the commitment of the organisation* and the individual office holders. |
| CPD PHASE | | | | |

Notes

^{* &#}x27;Organisation' may be used in order not to preclude education establishments or government/civil service entities.

List of Life Long Learning References and Sources of Training

The choice of CPD is a matter for the individual. It should however be broadly based, utilising the available spread of support e.g. courses, lectures, discussions, self-learning (utilising papers, guides etc.) and the like.

The listing below caters for those whose career is still predominantly technical, but also for those who need to concentrate also on managerial issues.

The underlying rationale is that the individual, whatever the role, is a 'risk manager' and hence the listing is biased in that regard.

A CPD Training

CPD is available from many events run by Institutions or authoritative bodies e.g.

1. Institution of Civil Engineers (ICE)

Training
www.icetraining.org.uk
Events
www.ice.org.uk

- Association for Project Safety (APS) www.aps.org.uk/cpd-training
- Institution of Occupational Safety and Health (IOSH)
 www.iosh.co.uk/Training.aspx
- Construction Industry Training Board (CITB)

www.citb.co.uk

 Client Contractor National Safety Group (CCNSG)
 www.ccnsg.com

B CPD Information

A web link is provided on the ICE Health and Safety Expert Panel web page:

www.ice.org.uk/about-ice/what-we-do/health-and-safety-expert-panel

to a listing of health and safety references by Professional Bodies and trade organisations which can constitute CPD.

C Other Institutions etc.

Joining other institutions will provide good CPD by virtue of the necessary competence required e.g.

- Association for Project Safety at: www.aps.org.uk
- 2. Institution of Occupational Safety and Health at:

www.iosh.org.uk



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