34 4C System - Management of Visiting Workers and Contractors

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Introduction

34.1.1 This chapter sets out the procedures and guidance for managing visiting workers and contractors on the defence estate in a structured methodology that will enable defence to ensure that hazards in any shared work area or any other hazards that may be introduced as a result of work activities are effectively managed. The guidance contained within this chapter applies to all work where defence employing organisations share the same workplace with visiting workers or contractors.

34.1.2 The four main elements required in any visiting worker and contractor management system are: co-ordination, co-operation, communication, and control. Effective application of the four elements of this system, often referred to in defence as the 4Cs system, should help reduce the likelihood of harm or damage arising from the actions of defence, visiting workers and contractors working on the defence estate. The guidance contained within this chapter should be used to complement the requirements of the Construction (Design and Management) Regulations (CDM) for activities governed by those regulations e.g.:

• any excavation (earthworks, trenches, tunnels or shafts, etc); or
• the construction or maintenance of buildings or structures; or
• installation, commissioning, maintenance or repair of mechanical electrical, gas, compressed air, hydraulic, telecommunications, computer or similar services normally fixed within a building or structure.

34.1.3 Guidance on the selection of contractors can be found in the Acquisition Management System, and the Commercial Managers’ Toolkit and on the HSE website.
Roles and Responsibilities

Top Level Budget Holders/Agency Chief Executives

34.2.1 Top Level Budget Holders/Agency Chief Executives should ensure that a management system that includes arrangements to enable effective co-ordination, cooperation, communication and control (4Cs) when dealing with visiting workers and contractors is implemented for all Vessels/Units/Establishments under their control. Any visiting worker/contractor management system that is introduced should ensure that defence personnel:

- Co-ordinate defence, visiting workers and contractors activities;
- Communicate to the visiting workers/contractors the known hazards and control measures that defence has implemented. (Must consider combined hazards);
- Have a management organisation in place to enable visiting workers and contractors to comply with serials above, regarding their own activities;
- Co-operate with all interested parties when implementing control measures;
- Have appropriate arrangements in place to monitor and control work activities and procedures;
- Select contractors who are competent and are able to comply with the health and safety aspects associated with their undertakings;
- Clearly identify the responsibilities of defence and visiting workers/contractors for controlling health and safety risks in any locally produced contract, and that the duties are transferred to any sub-contractor when and where appropriate;
- Provide trained and competent defence personnel to undertake the 4Cs system duties appropriate to their role (see Annex A).

34.2.2 Top Level Budget Holders/Agency Chief Executives should ensure that establishments under their control have appropriate arrangements in place to implement the key elements and components identified in this chapter.

34.2.3 Top Level Budget Holders/Agency Chief Executives should ensure that the management of visiting workers and contractors is monitored on each establishment/unit as part of their existing health and safety assurance programme.

Commanding Officer/Head of Establishment (CO/HoE)

34.2.4 The CO/HoE should select and formally appoint a manager from within their management team to undertake the role of “4Cs Duty Holder” to act on their behalf. Provision should be made for the 4Cs Duty Holder to receive any additional training and resources necessary for them to be competent and effective in the role. Access to competent support and advice should be made available to aid defence personnel carrying out the health and safety aspects of tasks or procedures for the management of visiting workers and contractors.

34.2.5 The CO/HoE is responsible for ensuring 4C arrangements are in place, including written delegation and formal appointment of a 4C Duty Holder and, where appropriate, deputies, to act on their behalf. Where no delegations are in-place, the role remains solely with CO/HoE.
34.2.6 Appropriate arrangements should be made to ensure that the post of 4Cs Duty Holder is covered during normal working hours and take into consideration any need for out-of-hours coverage.

4Cs Duty Holder

34.2.7 The 4Cs Duty Holder should be a person with the appropriate management attributes, competence and authority, who has been formally appointed by the CO/HoE to manage on their behalf the process for the management of visiting workers and contractors. The 4Cs Duty Holder does not need to be a subject matter expert as this is a co-ordination role. However, they must have access to competent health and safety support and advice. The responsibilities of the 4C Duty Holder can be summarised into five key areas:

- Emergency preparedness. The 4C Duty Holder should ensure that arrangements are in place to deal with emergencies and that all relevant parties are aware of such arrangements through Vessel/Unit/Establishment safety and emergency instructions/briefings;
- Identification of hazards. The 4C Duty Holder should combine all Area Registers into a Vessel/Unit/Establishment Hazard Register, which should be made available to all personnel, hosts, visiting workers/contractors etc. in order for them to understand fully the hazards that they need to consider and mitigate;
- Communication of hazards. The 4C Duty Holder should ensure that systems are in place for visiting workers/contractors to receive a relevant safety briefing and to understand the nature of the hazards in their proposed area of work. Such briefings should:
  - take place prior to the commencement of work;
  - ensure that all hazards in the specific area are identified and explained;
  - include Emergency and Disaster Plans, and evacuation procedures.
- Interfacing duties with Maintenance Management Organisations (MMOs) and other contractors. The 4C Duty Holder is responsible for providing hazard information within his competence. He is not responsible for any technical hazards or aspects of the work, unless he is responsible for a technical facility. The 4C Duty Holder should co-ordinate the provision of hazard information, including ensuring the co-ordination of information on matters outside their area of competence;
- Feedback and co-ordination. The 4C Duty Holder should ensure that regular feedback from defence personnel on the safety performance of contractors and hosts is gathered and assessed, and failings reported to the appropriate defence management authority.

Area Custodian

34.2.8 An Area Custodian is a person of suitable rank/grade, with the appropriate knowledge and experience, appointed by the line manager (in consultation with the Appointed 4Cs Duty Holder) to compile a hazard register(s) for their 4Cs Area(s) of responsibility and to communicate and co-ordinate on health and safety matters with any visiting workers and/or contractors, prior to work commencing. The responsibilities of an Area Custodian include these key areas:

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1 The Vessels Safety Information Board often fulfils the requirement for a Hazard Register.
• Identification of hazards. The Area Custodian should compile and maintain an Area Hazard Register; and maintain the associated risk assessments and hazard surveys that underpin the register’s information. This should be done with personnel who are competent to assess the risks of the site hazards such as technical staff from the MMO and their main contractors. (The 4C Duty Holder should combine all Area Registers into one Vessel/Unit/Establishment Hazard Register);

• Communication of hazards. The Area Custodian should know of the systems in place for contractors and visitors to receive a relevant safety briefing to understand the nature of the hazards in their work or visit area, and contribute to such briefings as required. The briefings should:
  o take place prior to any commencement of work;
  o ensure that all hazards in the specific area are identified and explained;
  o include Emergency and Disaster Plans, and evacuation procedures.

• Interfacing duties with defence stakeholders and other contractors. The Area Custodian should provide hazard information within their competence. they are not responsible for any technical hazards or aspects of the work, unless they are responsible for a technical facility;

• Feedback and co-ordination. The Area Custodian should contribute to the feedback on the safety performance of contractors and hosts which the 4C Duty Holder should gather and report to the appropriate defence manager.

34.2.9 The position of Area Custodian is crucial to the 4C System as it signifies:
• the “ownership” of a physical space or asset (the 4C Area);
• being a “focal point” for H&S issues;
• being aware of who is working in an Area.

34.2.10 The role does not require a detailed knowledge of or technical competence in the various work activities. These are the responsibility of the various specialists involved. The role is to act as the “focal point” for the exchange of H&S information. It is not intended that this will require the Area Custodian to be the local H&S Representative.

Host

34.2.11 The “Host” is the sponsor of a work activity, and therefore all visiting workers and contractors should have an identifiable Host, on whose behalf they are acting. The responsibilities of a Host include these key areas:

• H&S Briefings. Hosts should decide what level of safety briefing would be appropriate for their visiting worker(s)/contractor(s), and arrange any briefings in conjunction with the Area Custodian(s)/4C Duty Holder/Security or Guardroom personnel. Security/Guardroom Personnel should provide a general site brief for all visiting workers/contractors and should not allow escorted visiting workers/contractors to proceed until collected by an appropriate representative;

• Notification. The host should notify the Guardroom, and 4C Duty Holder as necessary, of the arrival details and briefing requirements of any visiting worker, contractor or visitor;

• Before a visiting worker/contractor commences work. The host should consider, prior to any work commencing, whether a risk assessment is required. He should liaise with the relevant Area Custodian or 4C Duty Holder and check the relevant Hazard Registers, in order to make that decision.
• Competency. The host should ensure that contractors they appoint are competent to undertake the task(s) required.
• Safe systems of work. Hosts should consider whether the scope of work requires the use of specific ‘Safe Systems of Work’ such as permits to work (PTW).
• Risk assessments. The host should ensure that any risks associated with the work have been considered thoroughly and check the risk assessments of visiting workers or contractors and/or their proposed control measures.
• Monitoring. Hosts should consider how they will monitor the work that is being carried out by their visiting workers or contractors to ensure that it is conducted to the agreed standards and procedures i.e. the use of personal protective equipment (PPE) and PTW etc.
• Reporting. Hosts should always consider the safety performance of contractors and visiting workers and report any failings.

34.2.12 It should be noted that individuals also assume Host responsibilities for those they invite onto the site in a private capacity (e.g. a visiting contractor engaged to repair a car windscreen). Whilst it is unreasonable to expect the same rigorous procedural measures to be applied in this case, all personnel need to be made aware of their responsibility to ensure that appropriate arrangements are made to escort the visitor, provide a brief on site hazards, and to ensure that the visitor does not endanger others.

Visiting Worker / Contractor

34.2.13 Visiting workers/contractors should, where appropriate, provide the host with risk assessments and method statements relative to the task and co-operate and co-ordinate with the host. Visiting Workers/Contractors may include:
• internal support workers (e.g. defence personnel from another section of the TLB);
• consultants (e.g. carrying out surveys, tests, inspections etc);
• contractors (e.g. catering, cleaning, telecoms, construction etc).

Transient/Regular Visiting Worker.

34.2.14 A transient/regular visiting worker is a sub-group of visiting workers where the following factors generally apply:
• their activities usually present a “trivial” risk to health and safety;
• they may arrive unannounced, or out of normal working hours; and
• it is considered unnecessary for them to receive an individual local Induction/Briefing from the Area Custodian each time they arrive to work.

34.2.15 It is important that defence personnel resident in an area are aware that transient/regular visiting workers (cleaners, office equipment service personnel etc) may suddenly arrive, generally unannounced, and carry out their work. This awareness is important for all personnel working in the Area, whether they are contractors, or defence personnel.

34.2.16 While a transient/regular visiting worker will not normally need to receive a health and safety briefing each time they visit, they should be kept up-to-date with changes
in work activities or processes since their last visit, this may require them to report to the Area Custodian to ascertain if there have been any recent changes.

**Components of the 4C System**

34.3.1 It is imperative that visiting workers, contractors and hosts are aware of whom the personnel performing the role of Area Custodian are for 4C purposes.

34.3.2 The title of ‘4Cs Duty Holder’ should be used across defence as this is the recognised nomenclature throughout defence and its contractors. A sign identifying the name of the 4C Duty Holder should be clearly displayed where visiting workers and contractors book in to the site and the name and contact details of the 4C Duty Holder provided at the health and safety briefing.

**4C Areas - Subdivision of Establishment**

34.3.3 A fundamental requirement of the 4C System is for an Establishment to be divided into geographical areas or physical assets, which will be known as 4C Areas. An area can be:

- a structure or asset, such as a mast, chimney, tower, bridge or tunnel, external areas, including road networks, ranges, airfields, jetties, storage yards etc, including over-ground and underground services;
- a building, or part thereof (e.g. a plant room);
- a group of buildings;
- a vessel/establishment.

34.3.4 The physical assets/workplaces should be regularly reviewed by the 4C Duty Holder in conjunction with relevant managers. This review is required in order to establish:

- the extent of the various Areas (including “satellite” Areas);
- who is responsible for the physical asset(s) / workplace(s);
- the significance and number of risks identified within the specified Areas;
- what existing control measures are already in place and the personnel nominated for controlling access to the area (e.g. Building Custodians, Asset Managers);
- any planned changes.

34.3.5 The various assets should be listed (e.g. buildings and surrounding areas etc) and where appropriate grouped with each asset or group of assets representing a potential 4C Area. Assets can be grouped together into a single 4C Area with a single Area Hazard Register if they can be controlled by the same Area Custodian having the same or similar hazards.

34.3.6 An Area Custodian will have “ownership” of one or a number of 4C Areas and will depend on several factors:

- existence of localised boundary fences, e.g. compounds;
- existing management demarcations and arrangements;
- the ability of the Area Custodian to control the Areas;
- the physical proximity of the Areas;
• the nature of the hazards relative to the Area Custodian’s own knowledge and experience.

34.3.7 When the Areas have been defined and agreed, a plan which identifies them and clearly defines their boundaries is to be produced and made available as and when required. A schedule of the Areas (and Area Custodians) should also be developed. These documents should be produced and maintained by the 4C Duty Holder.

**Area Hazard Register**

34.3.8 The Area Hazard Register (suggested format at Annex B) is critical to the 4C system as it enables defence to inform visiting workers and contractors of the hazards they will come into contact with. Each defined 4C Area should have its own Area Hazard Register, which should be collated, maintained, reviewed and held by the Area Custodian. The Area Hazard Register should include the following:

- fixed hazards - including details of the hazards associated with the structure / infrastructure, these will be inserted into the Register by the organisation or individuals responsible for holding the relevant records or information;
- working/operational hazards - added by the Area Custodian following discussion with those who have the best knowledge of the hazards and their control measures;
- reference to risk assessments, precautions, remarks and any other supplementary Information (e.g. requirements for the operation of permits to work);
- a list of transient/occasional visiting workers to the Area and indicate the nature of the induction/briefing required for them.

34.3.9 The Register should be reviewed at least annually by the Area Custodian in conjunction with all interested parties and subject to formal audit by the 4C Duty Holder.

**Vessel/Unit/Establishment Hazard Register**

34.3.10 A copy of all the Area Hazard Registers should be held by the 4C Duty Holder; this compilation constitutes the Vessel/Unit/Establishment Hazard Register. A copy of the Register should be made readily available to all stakeholders and used by the 4C Duty Holder to determine the significant risks; and should be referred to in Induction Briefs.

34.3.11 The Vessel/Unit/Establishment Hazard Register should be available to visiting workers and contractors when their activities span a number of 4C Areas.

**Incorporating 4C Elements into Works and Project Documentation and Procedures**

34.3.12 The 4C Duty Holder in conjunction with local Health and Safety Advisor and managers may designate certain Areas, part of an Area or a high-risk activity as requiring special controls. The 4C Duty Holder should maintain a list of any such “special activities/locations” and bring it to the attention of all stakeholders.

34.3.13 For activities governed by the requirements of the CDM Regulations, the “Client” should ensure that the 4C System elements are brought to the attention of the
Principal Designer and the Principal Contractor for inclusion in the health and safety file (and allied procedures).

34.3.15 Every 4C Area should maintain a 4C Visitors Log signed by all visiting workers/contractors, including transient or occasional visiting workers to a 4C Area to enable the Area Custodian to know which visiting workers/contractors are in the 4C Area. The 4C Visits Log should record:

- who the visiting workers/contractors are;
- the purpose of their visit;
- where they are working in the 4C Area;
- whether an induction briefing has been received;
- when they are visiting (i.e. time-in and timeout).

Risk Assessment and the 4C System

34.3.16 The 4C System recognises that there are many different approaches used by different organisations in carrying out risk assessments. While Contractors may use different formats for their assessments to those used in defence, the basic principles detailed in JSP 375 Part 2, Vol 1, Chapter 8 (Risk Assessment) should apply, and suitable and sufficient assessments should be undertaken and made available to relevant personnel.

Information

34.3.17 An overview of the 4C system should be provided to all defence personnel and visitors, and specific briefings given covering the arrangements in place for the 4C area in which visiting workers or contractors will work. A Tri-fold leaflet – The MOD 4Cs System – A Guide for Visiting Workers and Contractors is provided at Annex C.

Retention of Records

34.4.1 All records should be kept in accordance with JSP 375, Part 2, Vol 1, Chapter 39.

Related Documents

34.5.1 The following documents should be consulted in conjunction with this chapter:

JSP 375, Part 2, Vol 1

- Chapter 08 - Health and Safety Risk Assessment
- Chapter 30 - Permit to Work
- Chapter 33 - Construction and Excavation
- Chapter 39 - Retention of Records

Other MOD Guidance/Publications

- MOD Commercial Page
- Commercial Managers Toolkit
Other Guidance

- HSE-Resource - Contractors
- HSE – INDG 368 – Using Contractors
- HSE- HSG 159 – Managing Contractors
- HSE – Resource – Workplace Transport – Contractors and Sub-Contractors
- HSE – ACOP – L153 – Managing Health and Safety in Construction
**Recommended Competence Requirements**

Within the context of the 4C’s system, personnel must possess a degree of competence appropriate to their role. The recommended competency elements and their application to specific roles is shown in matrix form below:

**Competency Elements**

**General H&S Induction:** Local Safety Policy; Safety Plan; Safety personalities; Summary of principal site hazards; Site Rules; Out-of-Bounds areas; Speed limits; Fire alarm & fire evacuation procedure; Bomb warning alarm and procedure; Procedure for summoning emergency Services; *Any individual safety responsibilities specific to role*

**General Environmental Awareness:** Local Environment Policy; Environmental protection plan; Energy conservation; Waste minimization; Site recycling plan; Protected habitats / SSSI’s

**4C’s System – Detailed:** JSP 375 (working knowledge); Chapter 34 (detailed knowledge); 4C’s Roles and Responsibilities; 4C’s Areas & Area Custodians; Hosts; Area Hazard Registers; Establishment Hazard Register; Visitors Logs; Managing the exchange of safety information; Control of works

**4C’s System – Overview:** JSP 375 (outline knowledge); Chapter 34 (working knowledge); 4C’s Roles and Responsibilities; 4C’s Areas & Area Custodians; Area Hazard Registers; Managing the exchange of safety information; Control of works

**4C’s system – Essentials:** 4C’s Areas & Area Custodians; Area Hazard Registers; exchange of safety information.

**4C’s – Application to specific contracts:** Principal Support Contracts; Area Custodians in the Supply Chain; Authorising Engineers and Authorised Persons; Authority Local Representatives; Contract specific documentation.

**Risk Assessment – Detailed:** Differentiation between hazard and risk; Quantification of risk; Principles of prevention; Development of Hazard Registers; Ability to undertake a competent assessment of risk; Development of appropriate control measures and work plan / safety method statement; Communication of the findings

**Risk Assessment – Overview:** Ability to understand and comply with the outcome of a risk assessment

**CDM Regulations – Detailed:** Scope of application (ALL construction); Roles and duties of Clients; Designers; Contractors; Principal Designer; Principal Contractors; Requirements for competence; Security requirements; Welfare arrangements; General safety provisions; Notifiable Work and accompanying additional duties; Pre-tender information; Construction phase safety plans; Safety Files.

**CDM Regulations – Overview:** Roles and duties of Contractors; Security requirements; Welfare arrangements; General safety provisions; Construction phase safety plans; Local Rules.
Matrix of Recommended Competencies

Key:
M = Must know
S = Should know

<table>
<thead>
<tr>
<th>Recommended knowledge base</th>
<th>Commanding Officers / Heads of Establishment</th>
<th>4C's Duty Holder</th>
<th>Area Custodians</th>
<th>Establishment Security Staff</th>
<th>Hosts / MMO Management Staff</th>
<th>MMO Technical Staff</th>
<th>Contractors - Management Staff</th>
<th>Contractors - Supervisory Staff</th>
<th>Contractors - Site Operatives</th>
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Recommended training standard

| IOSH Directing Safely (or equivalent) | S | | | | | | | | |
| IOSH Managing Safely / NEBOSH General Certificate (or equivalent) | S | S | S | S | | | | | |
| CIHE Supervising Safely (or equivalent) | S | | | | | | | | |
| IOSH Working Safely (or equivalent) | S | S | S | S | | | | | |
## 4C System Area Hazard Register

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<th>Asset No./Ref.</th>
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<th>Remarks e.g. Access, requirement / equipment, Risk to other Areas</th>
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<td>Moving vehicles, pedestrian interface</td>
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The 4C’s Process

Step 1:
- Report to Guardroom / Security Post
  - Receive general site induction brief

Step 2:
- Report to Guardroom / Security Post
  - Discuss detail of job and method of working
  - Exchange of known hazard information (Communication)
  - Review of Risk Assessment
  - Requirement for Permits to Work (Control)

Step 3:
- Report to Guardroom / Security Post
  - Discuss detail of job and method of working (Co-operation)
  - Exchange information on particular site hazards
  - Exchange information on other activity in the area (Coordination)
  - Sign visitor’s log

On Completion:
- Notify Area Custodian
- Notify Host

A demarcation agreement has been set up for my work area. Do these arrangements still apply?

On some Establishments, where a formal demarcation agreement has been set up, some variation to these arrangements may be applicable. You should refer to the 4C’s Duty Holder for clarification.

How will I know who the Area Custodian is?

Your Host should be able to tell you who the relevant Area Custodian for your activity is. Some Establishments display “Area Custodian” signs outside the office of the post-holder. If there is doubt, you should refer to the 4C’s Duty Holder, whose contact details are given below.

Site Contacts:

The following contact numbers may be obtained from any military phone:

FIRE or OTHER EMERGENCY: 2222 or xxxx

4C’s Duty Holder: xxxx

[Name of MMO] Office: xxxx
  (Host for most maintenance activity)
Authority Local Representative (ALR): xxxx
  (Host for Project Aquatrine)

Guard Room: xxxx

Establishment Safety Adviser: xxxx

Note: On some sites, where the Host is not resident, Steps 1 & 2 may be reversed.
So how does it work?

The person who invited you to this site is known as your **Host**. This may be an MOD member of staff, or a representative of one of the other organisations resident on this site. They are responsible for notifying the Guardroom / Security Post of your arrival. The **Host** is also responsible for ensuring that your work is managed in a safe manner.

Step 1 – Arrival:
When you arrive at the site, you will need to report to the Guardroom / Security Post, in order to gain entry to the site. Here, you will be given a general site briefing on the collective safety and security arrangements for the site (Fire evacuation procedure; Speed limits; use of cameras; mobile phones etc.)

Step 2 – Report to Host:
Once you have been admitted to the Establishment, you should report to your **Host**. They will discuss the detail of the job you have come to do, and your intended method of working. They may also need to see your Risk Assessment. The **Host** will also tell you if a ‘Permit to Work’ is needed for your activity.

Step 3 – Report to Area Custodian:
Each building or area on this Establishment is under the control of an **Area Custodian**. This may, or may not, be the same person as your **Host**. He or she is responsible for co-ordinating the day-to-day activity in any one area of the Establishment. They will advise you of any particular hazards in their area and let you know of any other activity taking place at the same time. They will also need to know what work you intend to carry out, to ensure that this does not conflict with any other local activity. You will also be asked to sign the visitor’s log. Once this discussion has taken place, you will be able to commence work.

A flowchart, describing this process is given opposite.

Other frequently asked questions:

I’ve been called in to do an urgent repair. Hasn’t the **Host** done all this co-ordination and communication before I get here?

Your **Host** should have pre-notified all relevant people of your arrival. However, he or she will not know how you intend to work, nor all the other activities happening on site at the same time. No job is so important that time cannot be taken to get these first steps right.

I’m just a delivery driver / I just came here to attend a meeting. Do I need to go through all this?

Where your work is unlikely to have an impact on anybody else, the general site induction given at Step 1 may be sufficient. Your **Host** will determine this.

I’ve been in and out of this Establishment for years. Surely I don’t have to do this every time I come in?

Where workers carry out routine or regular and repetitive tasks, some Establishments may allow for Steps 1 & 2 to be covered by a periodic briefing given by the **Host**. However, you will still need to report to the **Area Custodian** to exchange information on the day-to-day activity in the area in which you intend to work.

I’ve been called in out-of-hours, and neither the **Host** nor Area Custodian is available. What am I supposed to do?

This situation arises when responding to task that requires an urgent repair. You should only attempt to “make safe” or carry out such restoration work as is within your competence, and as has been agreed with your **Host**. If they are not physically present on site, further advice from your **Host**, should be sought by telephone.

Rules:

No alcohol or drugs may be brought onto this site.

Smoking is NOT permitted anywhere except designated areas.

All persons employed on this site must display a valid establishment pass.

Photography is not allowed.

Bags, holdalls and boxes etc may not be left unattended at any time, except inside designated areas.

Escorts are required for entry into any of the following:

Permits to Work:

A Permit to Work MUST be obtained prior to carrying out any of the following activities:

Excavation; Hot Work; work on electrical systems; work on fuel installations; work on boilers or other pressure systems; work at height; work in any manhole or confined space. (Contact your **Host** for details)

Rules for vehicles:

The speed limit around the establishment is 20 mph

Columns of marching service personnel ALWAYS have priority

Parking is only permitted in designated areas. Grassed areas are out of bounds.

Reversing delivery vehicles must always have a guide.

Insert any Establishment specific areas here