

34 4C System - Management of Visiting Workers / Contractors

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Introduction

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 undertaking construction or infrastructure design.
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 shall be used to complement the requirements of JSP 375 Volume 3 and Statute within the Construction (Design and Management) Regulations (CDM) for activities governed by those regulations for example;
 - a. any excavation (earthworks, trenches, tunnels or shafts, etc.);
 - b. the construction or maintenance of buildings or structures; or
 - c. installation, commissioning, maintenance or repair of mechanical electrical, gas, compressed air, hydraulic, telecommunications, computer or similar services normally fixed within a building or structure.

2. Guidance on the selection of contractors can be found in the Acquisition Management System, and the Commercial Managers' Toolkit and on the HSE website at www.hse.gov.uk.

Roles and Responsibilities

Top Level Budget / Trading Fund Agency

3. Top Level Budget Holders and Agency Chief Executives shall ensure that a management system that includes arrangements to enable effective co-ordination, co-operation, communication and control (4Cs) when dealing with visiting workers and contractors is implemented for all vessels, units and establishments under their control. Any visiting worker / contractor management system that is introduced should ensure that Defence personnel:
 - a. co-ordinate Defence, visiting workers and contractors' activities;
 - b. communicate to the visiting workers / contractors the known hazards and control measures that Defence has implemented (must consider combined hazards);
 - c. have a management organisation in place to enable visiting workers and contractors to comply with serials above, regarding their own activities;
 - d. co-operate with all interested parties when implementing control measures;
 - e. have appropriate arrangements in place to monitor and control work activities and procedures;
 - f. select contractors who are competent and able to comply with the health and safety aspects associated with their undertakings;
 - g. 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; and
 - h. provide trained and competent Defence personnel to undertake the 4Cs system duties appropriate to their role (see Annex A).
4. Top Level Budget Holders / Agency Chief Executives shall ensure that establishments under their control have appropriate arrangements in place to implement the key elements and components identified in this chapter.
5. Top Level Budget Holders / Agency Chief Executives shall 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)

6. Where there is no central client according with Defence Acquisition protocols or regional MMO arrangements, each CO / HoE shall select and formally appoint a manager from within their management team to undertake the role of “4Cs Accountable Person”. Provision shall be made for the 4Cs Accountable Person 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.
7. The CO / HoE is responsible for ensuring 4C arrangements are in place, including written delegation and formal appointment of a 4C Accountable Person and, where appropriate, deputies. Where no delegations are in place, the role defaults solely with HoE.
8. Appropriate arrangements shall be made to ensure that the post of 4Cs Accountable Person is covered during normal working hours and take into consideration any need for out-of-hours coverage.

4Cs Accountable Person

9. The 4Cs Accountable Person shall be a person with the appropriate management attributes, competence and authority, who has been formally appointed by the CO / HoE to manage the process for the management of visiting workers and contractors. The 4Cs Accountable Person does not need to be a subject matter expert in all aspects, as this is a co-ordination role. However, they must have access to competent health and safety support and advice. The duties of the 4C Accountable Person can be summarised into five key areas:
 - a. emergency preparedness. For low-hazard sites, the 4C Accountable Person should ensure that arrangements are in place to deal with emergencies and that all relevant parties are aware of such arrangements through vessel, unit or establishment safety and emergency instructions and briefings;
 - b. identification of hazards. The 4C Accountable Person should combine all Area Registers into a Vessel / Unit / Establishment Hazard Register¹, which should be made available to all personnel, hosts, visiting workers / contractors etc. for them to understand fully the hazards that they need to consider and mitigate;
 - c. communication of hazards. The 4C Accountable Person 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:
 - (1) take place prior to the commencement of work;

¹ The Vessels Safety Information Board often fulfils the requirement for a Hazard Register.

- (2) ensure that all hazards in the specific area are identified and explained; and
 - (3) include Emergency and Disaster Plans, and evacuation procedures.
- d. interfacing duties with Maintenance Management Organisations (MMOs) and other contractors. The 4C Accountable Person 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 Accountable Person should co-ordinate the provision of hazard information, including ensuring the co-ordination of information on matters outside their area of competence; and
- e. feedback and co-ordination. The 4C Accountable Person 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

10. An Area Custodian is a person of suitable rank or grade, with the appropriate knowledge and experience, appointed by the line manager (in consultation with the appointed 4Cs Accountable Person) 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 or contractors, prior to work commencing. The responsibilities of an Area Custodian include these key areas:

- a. 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 Accountable Person should combine all Area Registers into a single Vessel, Unit or Establishment Hazard Register;
- b. 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:
 - (1) take place prior to any commencement of work;
 - (2) ensure that all hazards in the specific area are identified and explained; and
 - (3) include Emergency and Disaster Plans, and evacuation procedures.

c. 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; and

d. Feedback and co-ordination. The Area Custodian should contribute to the feedback on the safety performance of contractors and hosts which the 4C Accountable Person should gather and report to the appropriate Defence manager.

11. The position of Area Custodian is crucial to the 4C System as it signifies:

- a. the “ownership” of a physical space or asset (the 4C Area);
- b. being a “focal point” for H&S issues; and
- c. being aware of who is working in an Area.

12. The role does not require a detailed knowledge 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 health and safety information. It is not intended that this will require the Area Custodian to be the local health and safety representative.

Host

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

a. Health and Safety Briefings. Hosts shall decide what level of safety briefing would be appropriate for their visiting workers / contractors and arrange any briefings in conjunction with the Area Custodian(s) / 4C Accountable Person, Security or Guardroom personnel. Security and 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;

b. notification. The host should notify the Guardroom, and 4C Accountable Person as necessary, of the arrival details and briefing requirements of any visiting workers / contractors or visitors;

c. before a visiting worker / contractor commences work. The host shall consider, prior to any work commencing, whether a risk assessment is required. He should liaise with the relevant Area Custodian or 4C Accountable Person and check the relevant Hazard Registers, in order to make that decision;

d. competency. The host shall ensure that contractors they appoint are competent to undertake the task(s) required;

e. Safe Systems of Work. Hosts shall consider whether the scope of work requires the use of specific 'Safe Systems of Work' such as permits to work (PTW);

f. risk assessments. The host shall 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;

g. monitoring. Hosts shall 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; and

h. reporting. Hosts should always consider the safety performance of contractors and visiting workers and report any failings.

13. 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

14. 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:

a. internal support workers (e.g. Defence personnel from another section of the TLB);

b. consultants (e.g. carrying out surveys, tests, inspections etc.); and

c. contractors (e.g. catering, cleaning, telecoms, construction etc.).

Transient / Regular Visiting Worker

15. A transient or regular visiting worker is a sub-group of visiting workers where the following factors generally apply:

a. their activities usually present a "trivial" risk to health and safety;

b. they may arrive unannounced, or out of normal working hours; and

c. it is considered unnecessary for them to receive an individual local induction / briefing from the Area Custodian each time they arrive to work.

16. It is important that Defence personnel resident in an area are aware that transient or 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.
17. While a transient or 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

18. 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.
19. The title of '4Cs Accountable Person' shall be used across Defence as this is the recognised nomenclature throughout Defence and its contractors. A sign identifying the name of the 4C Accountable Person should be clearly displayed where visiting workers and contractors book into the site and the name and contact details of the 4C Accountable Person provided at the health and safety briefing.

4C Areas - Subdivision of Establishment

20. 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. 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;
 - b. a building, or part thereof (e.g. a plant room);
 - c. a group of buildings; and
 - d. a vessel / vehicle / establishment.
21. The physical assets and workplaces should be regularly reviewed by the 4C Accountable Person in conjunction with relevant managers. This review is required in order to establish:
 - a. the extent of the various Areas (including "satellite" Areas);
 - b. who is responsible for the physical asset(s) / workplace(s);
 - c. the significance and number of risks identified within the specified Areas;

- d. what existing control measures are already in place and the personnel nominated for controlling access to the area (e.g. Building Custodians, Asset Managers); and
 - e. any planned changes.
22. 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.
23. An Area Custodian will have “ownership” of one, or several, 4C Areas and will depend on several factors:
- a. existence of localised boundary fences, e.g. compounds;
 - b. existing management demarcations and arrangements;
 - c. the ability of the Area Custodian to control the Areas;
 - d. the physical proximity of the Areas; and
 - e. the nature of the hazards relative to the Area Custodian’s own knowledge and experience.
24. 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 Accountable Person.

Area Hazard Register

25. 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 meet. 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:
- a. 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;
 - b. working / operational hazards - added by the Area Custodian following discussion with those who have the best knowledge of the hazards and their control measures;

- c. reference to risk assessments, precautions, remarks and any other supplementary information (e.g. requirements for the operation of permits to work); and
 - d. a list of transient and occasional visiting workers to the Area and indicate the nature of the induction or briefing required for them.
26. 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 Accountable Person.

Vessel / Unit / Establishment Hazard Register

27. A copy of all the Area Hazard Registers should be held by the 4C Accountable Person; this compilation constitutes the Vessel, Unit or Establishment Hazard Register. A copy of the Register should be made readily available to all stakeholders and used by the 4C Accountable Person to determine the significant risks; and should be referred to in Induction Briefs.
28. The Hazard Register should be available to visiting workers / contractors when their activities span several 4C Areas.

Incorporating 4C Elements into Works and Project Documentation and Procedures

29. The 4C Accountable Person in conjunction with local Health and Safety Adviser and managers may designate certain Areas, part of an Area or a high-risk activity as requiring special controls. The 4C Accountable Person should maintain a list of any such “special activities or locations” and bring it to the attention of all stakeholders.
30. 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).
31. 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:
- a. who the visiting workers / contractors are;
 - b. the purpose of their visit;
 - c. where they are working in the 4C Area;
 - d. whether an induction briefing has been received; and
 - e. when they are visiting (i.e. time in and time out).

Risk Assessment and the 4C System

32. 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, Volume 1, Chapter 8 (Risk Assessment) should apply, and suitable and sufficient assessments should be undertaken and made available to relevant personnel.

Information

33. 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. All records should be kept in accordance with JSP 375, Volume 1, Chapter 39 (Retention of Records).

Related Documents

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

- a. JSP 375, Volume1;
 - (1) Chapter 08 - Risk Assessment;
 - (2) Chapter 30 - Permit to Work;
 - (3) Chapter 33 - Construction and Excavation; and
 - (4) Chapter 39 - Retention of Records.
- b. Other MOD Publications;
 - (1) JSP375, Volume 3;
 - (2) DSA01.1 – Defence Policy for Health, Safety and Environmental Protection;
 - (3) DSA01.2 Chapter 2 – Requirement for Safety and Environmental Management Systems in Defence;
 - (4) DSA02 Series Defence Regulations; and
 - (5) JSP 434 ‘Defence Construction in the Built Environment’ version May 2006.

- c. Legislation and Guidance;
 - (1) [Management of Health and Safety at Work Regulations](#);
 - (2) [HSE L24 – Workplace health, safety and welfare](#); and
 - (3) [The Construction \(Design & Management\) Regulations](#)

ANNEX A to JSP 375, Volume 1 CHAPTER 34

Recommended Competence Requirements

1. Within the context of the 4Cs 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

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

3. General Environmental Awareness: Local Environment Policy; Environmental protection plan; Energy conservation; Waste minimisation; Site recycling plan; Protected habitats / SSSI's

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

5. 4Cs System – Overview: JSP 375 (outline knowledge); Chapter 34 (working knowledge); 4Cs Roles and Responsibilities; 4Cs Areas & Area Custodians; Area Hazard Registers; Managing the exchange of safety information; Control of works

6. 4Cs system – Essentials: 4Cs Areas & Area Custodians; Area Hazard Registers; exchange of safety information.

7. 4Cs – Application to specific contracts: Principal Support Contracts; Area Custodians in the Supply Chain; Authorising Engineers and Authorised Persons; Authority Local Representatives; Contract specific documentation.

8. 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.

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

10. 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.

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

12. Defence Regulations - Requirements on control of work pertinent to the site licence or conditions of certification.

Annex B: Matrix of Recommended Competencies

| Key: M = Must know S = Should know | Commanding Officers / Heads of Establishment | 4C's Accountable Person | Area Custodian | Establishment Security Staff | Hosts / MMO Management Staff | MMO Technical Staff | Contractors - Management Staff | Contractors - Supervisory Staff | Contractors - Site Operatives | Regular Visiting Workers | Transient Workers |
|---|--|-------------------------|----------------|------------------------------|------------------------------|---------------------|--------------------------------|---------------------------------|-------------------------------|--------------------------|-------------------|
| Recommended knowledge base | | | | | | | | | | | |
| General Establishment H&S induction | M | M | M | M | M | S | | | | | |
| General environmental awareness induction | M | M | M | M | M | S | | | | | |
| | | | | | | | | | | | |
| 4C's System - detailed | | M | S | | S | S | S | S | | | |
| 4C's System - overview | M | | M | M | M | M | M | M | S | S | S |
| 4C' System - essentials | | | | | | | | | M | M | M |
| 4C's – Application to specific contracts | M | M | S | S | M | S | | | | | |
| | | | | | | | | | | | |
| Risk Assessment - detailed | S | M | M | | M | M | M | S | | | |
| Risk Assessment - overview | | | | | | | | M | S | S | S |
| | | | | | | | | | | | |
| CDM Regulations - detailed | | | | | S | M | M | S | | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CDM Regulations - overview | S | S | | | M | | | M | S | | |
| | | | | | | | | | | | |
| Recommended training standard | | | | | | | | | | | |
| IOSH Directing Safely (or equivalent) | S | | | | | | | | | | |
| IOSH Managing Safely / NEBOSH General Certificate (or equivalent) | | S | | | S | S | S | | | | |
| CIEH Supervising Safely (or equivalent) | | | S | | | | | S | | | |
| IOSH Working Safely (or equivalent) | | | | S | | | | | S | S | S |

Annex C: 4C System Area Hazard Register

| Area | Asset No./Ref. | Area Custodian | Deputy Area Custodian | 4C Accountable Person | |
|---------------|----------------|----------------|-------------------------------------|-----------------------|------|
| | | Name: Tel: | Name: Tel: | Name: Tel. | |
| Date Prepared | Last Revised | Last Reviewed | Date Rec'd by 4C Accountable Person | Issue No | Page |

| Ref | Location | Activity or fixed asset-brief description | Hazard Class (see over) | Risk Assess. held by | Precautions required by Visiting Workers (e.g. Permit to Work) | Remarks e.g. Access, requirement / equipment, Risk to other Areas |
|-----|----------|---|-------------------------|----------------------|--|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

Hazard Class

Activity based

| | |
|--------|--|
| CONF | Confined spaces |
| EXCAV | Excavation work |
| VOIDS | Unguarded voids and openings in floors and structures |
| HEIGHT | Working at heights |
| FRAG | Access to or work on Fragile roofs |
| ACCESS | Hazards associated with accessing work area |
| VEH | Moving vehicles, pedestrian interface |
| WATER | Working in or over water or other liquids (not including diving) |
| DIVE | Under-water diving |
| LIFT | Lifting operations |
| MAN | Manual handling |
| ULD | Upper limb disorders |
| IMPACT | Collision with moving objects |
| SLIP | Slippery surfaces |
| FALL | Falling objects |
| TRIP | Tripping |
| HEAT | High air temperatures, hot surfaces |
| COLD | Low air temperatures, wind chill, cold surfaces |
| VIB | Vibration |
| VISB | Restricted visibility |

Other

| | |
|--------|--------------------------------|
| TRESP | Trespassers |
| OTHER | Please describe |
| ASSIST | All visitors to be accompanied |

Plant, Equipment and Infrastructure

| | |
|------------|---|
| M/C | Machinery with exposed moving parts |
| PRESS | Med to high pressure containers and / or systems. Compressed air and gasses |
| TOOLS | Hand tools, power tools |
| SCAF / LAD | Scaffolding and Ladders |
| ELECT | Electrical |
| FIRE | Including risk of spontaneous combustion |
| GAS | Gas installations |
| WS&D | Water supply and drainage |
| COMM | Communications equipment |

Environment

| | |
|-------|--------------------------------------|
| NOISE | Noise |
| LIGHT | Inadequate lighting |
| VENT | Ventilation |
| WEATH | Adverse weather (including flooding) |

Articles and Substances

| | |
|---------|----------|
| HAZCHEM | Chemical |
|---------|----------|

| | |
|--------|-----------------------------------|
| BIO | Biological agents |
| ASB | Asbestos |
| DUST | Respirable and inhalable dusts |
| CANCER | Carcinogens |
| ION | Ionising radiation |
| NONION | Non-ionising radiation |
| COM | Combustible / flammable materials |
| EXPL | Explosive materials |
| POL | Petroleum Oil and Lubricants |

Annex D: The 4C's Process

Host calls visiting worker to site

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
(Co-ordination)
- Sign visitor's log

Report to Guardroom / Security Post

On Completion:

Notify Area Custodian

Notify Host

Note: On some sites, where the Host is not resident, Steps 1 and 2 may be reversed.

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 Accountable Person 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 Accountable Person, 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 Accountable Person: 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



Ministry of Defence

THE MOD 4C'S SYSTEM - A GUIDE FOR VISITING WORKERS AND CONTRACTORS

Your safety, health and wellbeing whilst working on this Establishment is of key importance. This leaflet describes the arrangements to ensure your protection and the protection of those working around you. It applies equally to Defence personnel, as well as to all other visitors. Please take a few minutes of your time to read this through. If there are any questions it doesn't answer, a list of contacts is given on the reverse, to whom you may refer for further guidance.

So, what are the 4C's exactly?

Activities undertaken in Defence, often present visitors with an unusual range of hazards. Many of these change on a daily basis. Equally, maintenance work and repair work can all introduce hazards of their own. Sometimes the two sets of activities can conflict. Effective safety management, therefore, relies on the following principles:

- That the work of different organisations is **Co-ordinated**
- That different organisations **Co-operate** to ensure that work is carried out safely
- That different organisations **Communicate** on safety matters
- That, where there is a conflict of interest, that work is **Controlled**, to ensure respective tasks are carried out in a safe manner.

So how does it work?

The person who invited you to this site is known as your **Host**. This may be a 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, they 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 and 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 a 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:

Insert any Establishment specific areas here

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.