



**SUPPLY CHAIN SAFETY  
LEADERSHIP GROUP**

**Highways Safety Hub  
Raising the Bar 23  
Site Inductions**

Issued July 2014 Revised December 2020

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## Objective

This Raising the Bar Guidance Document provides practical guidance on how to comply with the Supply Chain Safety Leadership Council Common Intent Document on the Highways Passport as well as providing a standardised approach to site inductions.

## Scope

To ensure the health and safety of all those that enter and work on our sites and to maximise the opportunity at induction to foster a leading proactive health, safety and wellbeing culture and establish an effective dialogue particularly with people who have not worked on a Highways England construction or maintenance site previously, the expectation is that this Raising the Bar Guidance Document will apply on all Highways England worksites and will be implemented by all supply chain partners working with Highways England. To ensure the messages communicated are of a consistently high quality.

## Background

This document was originally introduced to address inconsistencies by delivery partners in the approach to inductions identified during Highways England independent audits. The document was subsequently updated in February 2016 to specifically address the induction arrangements for occasional site visitors and delivery drivers as a requirement of Highways England's Five-Year Health and Safety Plan. This document was further reviewed and updated again in December 2020 to reflect the introduction of Highways England's Common Induction as part of the overall Highways England Passport Scheme.

## Governance Requirements

There is a clear expectation within the Supply Chain Safety Leadership Group Common Intent Document on Highways Passport Scheme to ensure all suppliers adopt the passport scheme in its entirety within the first three months of start of works on any Highways England project. Where adoption of the passport scheme is not considered in line with the Highways Passport Scheme Common Intent Document then the Senior Representative for the Principal Contractor needs to sign off a derogation statement jointly with the Highways England Project Manager / Head of Scheme Delivery Manager.

## Minimum Requirements

The following elements are mandatory requirements and suppliers shall ensure these elements are applied fully on Highways England sites.

### ***Mandatory Elements***

- › Inductions shall be succinct and not include any element contained within the HCI unless a higher level of control is required due to site specific circumstances.
- › A senior manager opens induction
- › Clear joining instructions available that describes times, locations and the pre-requisite requirements
- › Every site worker must have received a suitable site induction prior to starting work
- › Provisions to be made for non-English speaking workers
- › Measurement to confirm understanding
- › New Starter Buddy System

## Guidance – Applying the Hierarchy of Controls

### Overview

**The following guidance is written with the expectation that it represents best practice and as such should normally be followed unless a better local solution has been devised to meet the overall objective.**

### 1. Highways Common Induction Requirements

The Highways Common Induction (HCI) is one element of the overall Highways Passport scheme. Following its original conception in 2017 the HCI has been changed to a 90-minute online presentation which covers key information from Highways England as well as the common risks faced when working on site via a mix of live site video and animation under a clear and succinct commentary. The HCI is broken down into 9 bite sized modules with a test of understanding after each module and has been developed to incorporate many of the common hazards and mitigation measures usually detailed in current delivery partner induction courses therefore subsequent supplier inductions should be reviewed and made more succinct which in turn will provide efficiency benefits for all tiers of Highways England's Supply Chain. In order for the supply chain to remove these common elements from their project inductions a content list of the HCI is included in Appendix 2.

The Highways Common Induction is a requirement for most workers who require access to undertake a work activity on the Strategic Road Network, Some occupations are currently exempt from undertaking the Highways Common Induction such as Delivery Drivers, Maintenance Fitters, Statutory Undertakers and Escorted Visitors. For a full list of exclusions please consult the Passport Scheme [Requirements and Exemptions](#) list on the Highways Safety Hub Website. However, some projects / schemes might choose to include workers who are on the exceptions list. For further information on the HCI and the Highways Passport Scheme as a whole and how to sign up please visit the dedicated Passport page on the [Highways Safety Hub Website](#).

## 2. Setting the Right Standard

### Induction Planning

Upon contract award the Principal Contractor shall develop a plan, usually as part of the overall construction phase plan, to set out the arrangements for managing the significant health and safety risks associated with the construction phase of the project and ensure every site worker is given a suitable site induction. The induction is the basis for communicating these arrangements to all those involved in the construction phase. The induction should be easy to understand and as simple and as specific as possible.

### First impressions

A successful induction is key to creating a positive first impression and sense of importance in making new employees and workers clear of their role, responsibilities, and expectations. Inductions should be undertaken in a professional manner and where possible in a formal setting such as a dedicated training room in a project compound or regional office. Any facilities provided for large inductions should set the standard to be achieved throughout the contract / project. A guide of suggested Induction Room Requirements is included in Appendix 3:

### Inductee pre-requisites

Ensure all those requiring an induction are sent clear joining instructions which includes times, directions to site / location and any pre-requisite requirements such as the need to bring along their physical or virtual Highways England Common Induction card in order for sites to check the individual has the following

- › Evidence that the individual has completed the Highways Common Induction in the last three years
- › A base competency to a Construction Skills Certification Scheme (CSCS) Affiliated scheme relevant to the work undertaken
- › SMSTS, SSSTS etc for those appointed as a Supervisor
- › First Aid Certificate for those identified as a nominated first aiders by the employer

### Induction content

The induction should be kept to site specific information only and highlight any risks and control measures that those working on the project need to know about.

The following headings / structure to be considered are:

- › Outline of the project
- › Management of the project including senior management commitment to health and safety
- › First-aid / emergency arrangements
- › Site specific accident and incident reporting arrangements
- › Site specific arrangements for briefing workers on an ongoing basis, e.g. toolbox talks
- › Site specific arrangements for consulting the workforce on health, safety, and wellbeing matters
- › Site specific individual worker's responsibility for health and safety.

Inductions must allow opportunities for the inductee(s) to ask questions and seek clarification. A full list of the typical Content of a full site induction can be found in Appendix 3

### Induction delivery off-site

It may be more pragmatic and efficient to deliver an induction at the location of the inductees. e.g. attending the Highways England Regional office to induct all Operations Directorate employees who are likely to visit the MAC/ASC sites over the course of the contract and visiting a supplier's depot prior to them commencing work.

It should be no longer acceptable to induct workers over the bonnet of a works vehicle in a supermarket carpark as there should be no excuse for not properly planning inductions in a timely and organised fashion.

### Health – Safety Critical Medicals

Currently there is no minimum requirement to hold Safety Critical Medical information in Passport therefore, all workers defined as being Safety Critical should present a valid occupational Health assessment medical

certificate and confirmation of their status at the site induction. Those identified as 'fit with restrictions' should be incorporated into task specific RAMS. See 'Occupational Health' 'Raising the Bar' document number 12.

For clarity, the following are defined as being safety critical workers:

- › Anyone required to work within 5m of a live carriageway
- › Mobile plant operators
- › Asbestos licensed workers
- › Tunnellers or those working in a confined space
- › Tasks carried out at height where collective preventative measures to control risk are not practicable, e.g. scaffolders, steel erectors and persons erecting or dismantling tower cranes.
- › Banksmen, Traffic Marshals and Slinger Signallers

### Health – HAVS

Personnel who use tools that could cause hand arm vibration should complete a tier 1 HAVS assessment to indicate if there are any pre-existing conditions prior to starting work. Currently there is no minimum requirement to hold HAV assessment information in Passport, so it is good practice for each site to ask inductees to complete a tier 1 HAVS assessment questionnaire at site induction. As per RTB 12 and RTB 24 any symptoms that require further investigation should be arranged through an occupational health provider by the individual's employer.

### Measurement of Understanding

Inductions must include a measure to confirm understanding of the information that has been delivered. This could be achieved by an end of induction test or interactive response card questions throughout the induction.

### Where English is a second language

The increasing prevalence of non-English speaking construction workers is a distinct characteristic of the UK construction labour market. As part of the induction planning process, principal contractors should consider how they are going to effectively communicate to workers who may be non-

English speakers and / or have varying levels of literacy, so it is essential that they understand the messages communicated at induction.

Effective site induction, and task/location briefings, is crucial to ensuring the right information is conveyed to migrant workers. Competent translation / translator services may be required; moreover, ways of establishing whether the appropriate learning has taken place need to be devised.

### 3. Effective Delivery of a Site Induction

#### Induction medium

An array of presentation and memorable communication styles and mediums should be used to keep the inductees engaged and interested. Where possible visual stimulus should be used to get the message across, e.g. photos / pictograms as this can be particularly useful when inducting non-English speaking staff.



Example of an induction using a highly visual monopoly board approach.

#### Online Inductions

With the Highways Common Induction now going online a few projects have chosen to follow suit and use online / eLearning technology as a way saving time and driving efficiency further. Utilising this method allows workers to undertake the main body of an induction at a time convenient to them shortly before they arrive on site which similar to the HCI allows projects to reduce induction time even further when they first arrive on site to a short briefing. Equally a number of organisations who use the project induction to brief out their corporate requirements time and time again have also found moving this information to an online / eLearning system ensures they can reduce their site inductions even further.

#### Immersive Training

To help workers visualise the task when planning, conducting task briefings or completing inductions consider using immersive training techniques such as multi-screen systems, virtual or augmented reality.



## 4. Successful Completion of a Site Induction

### Recording

Successful completion of the induction should be recorded on the individual's Highways England Passport as a site-based competency.

### Handover

Following the successful completion of a site induction, inductees should be collected / directed to their supervisor for their task briefing and where necessary their risk assessment and method statement briefing.

### New starter buddy system

New starters to an organisation or inexperienced workers to the Highways Sector should be assigned to an experienced colleague for their first few days on a new site. New starters, visitors and inexperienced workers are required to wear a blue safety helmet as required by Raising the Bar 31 Safety Helmet Colours. This could be further enhanced with the use of a 'Watch my back' removeable sticker to the helmet or vest.

### Expiry and Renewal

Due to the nature of the ever-changing environment within construction consideration should also be given to workers returning to site following a sustained absence. Consider applying an expiry date on a site induction as long-term workers may need to be reminded of processes and procedures at both an organisational and local level. The induction should also be reviewed regularly (e.g. monthly) and updated where necessary to reflect the ever-changing environment on site as well as picking up any changes in the management structure or site rules.

## 5. Supplementary Inductions

### Additional Role Inductions

The Principal Contractor may also wish to provide an additional induction or extra induction content for those in specific safety critical roles, for example:

- › Supervisors (as per Raising the Bar 5: Behavioural Based Safety)
- › Plant operators
- › Those accessing or leaving high speed traffic management

### Behavioural Based Safety (BBS) training

In accordance with Raising the Bar 5: Behavioural Based Safety, BBS training should form part of the induction process, with the supply-chain, and applicable Highways England employees undergoing BBS. This may or may not occur on the day of the site induction.

### Specific Inductions for some roles currently exempt from the HCI

Delivery drivers of material such as stone, aggregate or concrete who only visit site to off load material and leave site and maintenance personnel such as hydraulic hose fitters who require emergency access to the Strategic Road Network (SRN) because it is unsafe to recover a broken-down item of plant back to the compound are currently excluded from undertaking the Highways Common Induction and often it is impractical to provide them with the full project induction. However, these workers still require a site-specific induction / briefing to ensure they are aware of the site rules such as PPE, speed limits, access and egress points and emergency procedures. An example of topic areas to consider for a Delivery Driver / Maintenance Personnel induction are in Appendix 4.

A visitor to a contract or project is defined as anybody who requires access to the work location on the SRN but will not be undertaking any physical work activity other than observing or inspecting work activity. They will also need a Site-Specific Induction or briefing however this need not have the same level of detail as the full induction and ideally should be proportionate to the nature of the visit. An example of topic areas to consider for an occasional visitor induction are in Appendix 5

## People Requirements

### Inductor Competency Requirements

As a rule, the operational team members / senior managers who open and lead site inductions should have attended a Health and Safety Training course equal to or higher than either the Construction Skills Site Management Safety Training Scheme (SMSTS) or alternatively the IOSH Managing Safely in Construction to ensure those communicating Health and Safety Requirements have received a good standard of training. On low risk sites, two days safety management training is acceptable. Those presenting the induction may also benefit from undertaking a presentation skills course.

### Responsibilities of Personnel

In accordance with Raising the Bar 5: Behavioural Based Safety Inductions should be opened by a senior manager to set the expectations and demonstrate the leadership commitment to Health and Safety on the site.

## Emergency Arrangements

### Emergency Services Provision.

From time to time it may be necessary for Emergency Services such as Fire Brigade, Ambulance, Police, National Breakdown Service Providers and the Highways England's own Traffic Officers to enter scheme Traffic Management to deal with or respond to incidents on the Strategic Road Network. For this reason, a high level of engagement with these key stakeholders is required.

Where a Major Project site is to be running for some time (>6 months), or a Highways England Service Provider (MAC, ASC, Asset Delivery) has a contract covering an extended period (> 1 year) then the Principal Contractor should liaise with key local emergency service providers to offer them the opportunity to under-go an induction and other relevant awareness training. It is also good practice to update this information every time the site layout changes to ensure the emergency services are kept informed of any changes or new closures.

## In Case of Emergency Contact Details

Thankfully, the number of times a worker is significantly injured to the point where they are unconscious or worse are very rare, but sadly not unlikely.

Therefore, a 'in case of emergency (ICE)' contact should be recorded at induction. Although not identified as a minimum requirement of the Highways Passport Scheme an emergency contact can be added against the workers record in the Passport System and employers should consider this as a more secure way of capturing the contact information. As an alternative though, ICE cards can be stuck to the outside of safety helmets, these hold information on next of kin and medical details that could be useful to a first aider or paramedic.



## References

To support the roll out of the Highways England Passport Scheme and Highways Common Induction a breadth of Process documents, guidance documents, Frequently Asked Questions, How to guides, Training Material and Posters have been developed by the Passport Steering Group. These documents can be found on the following websites

- › <https://highwaysengland.co.uk/industry/health-safety-and-wellbeing/highways-england-passport-scheme/>
- › <https://www.highwaysafetyhub.com/passport-scheme.html>
- › <https://highwayspassport.co.uk/>

## Further Guidance and Information

Health and Safety Executive training a brief guide - <http://www.hse.gov.uk/pubns/indg345.pdf>

Health and Safety Executive guidance migrant workers - <http://www.hse.gov.uk/migrantworkers/employer.htm>



**Appendix 1 – Table 1: Site induction - Summary of provision for different CDM duty holders, their supply-chains and other site visitors who are required to go out on to site under the control of a PC in the construction phase.**

	Project Team (CDM Duty Holders and their Supply Chains)						Others			
	PC & their SC	Designers	Client (HE) Project Team	HE Suppliers (E.G. Technology)	Other HE employees (H&S, A&A, Senior Managers)	Delivery Driver & Maintenance Personnel (visiting/working on site)	Statutory/Utility Providers	Other Delivery Driver*** (visiting the compound/office only & for a very short duration)	Other site visitors (VIPs, Educational Visitors, MoP)	Emergency Services (Fire, Police, Ambulance, HE Traffic Officers)
Pre-requisites (inductee competence & OH provision)	Passport*, CSCS/ CPCS**, OH Medical Cert.	Passport*, CSCS**, OH Medical Cert.	Passport* & WAFO	Passport*, CSCS/ CPCS**, OH Medical Cert.	Passport* & WAFO	Passport*, CSCS/ CPCS**, OH Medical Cert	CSCS/ CPCS**, OH Medical Cert.	-	-	-
Induction Requirements	Full Induction				Occasional Site Visitors	Deliver Driver etc.	Full induction	-	Occasional Site Visitors	-
	DABS/NABS and Task/location specific briefing as is applicable							-	Task/location specific briefing	-
Other RtB provision	PC's BBS Trg, 'Watch my back' sticker, Buddy system operated	PC's BBS Trg (if spending most of their time with the one PC)				-	-	-	-	Relationship developed with local services / crews , with an induction offered ****
Other associated H&S provision	-	Chaperoned whilst on site, unless working full-time on site	-	Chaperoned whilst on site	-	The Utility attends site for pre-start mtg to share expectations	An induction provided if more than a very short delivery	Chaperoned whilst on site	Chaperoned onto and around site	

ASC – Asset Support Contract

BBS Trg – Behavioural Based Safety Training

CSCS / CPCS – Construction Skills/Plant Certification Scheme

DABS/NABS – daily and nightly, pre-shift, activity briefings

HE – Highways England

OH – Occupational Health

MoP – Members of the Public

PC - Principal Contractor

PD – Principal Designer RtB – 'Raising the Bar', HE H&S documents

SC – Supply-Chain

WAFO – 'Working away from the office' (HE's own site visitor competence card),

\*Passport - HE's Passport scheme

\*\*CSCS/CPCS or other affiliated competency schemes

\*\*\*Delivery Driver (compound/office only for very short duration), E.G. dropping off PPE at reception.

\*\*\*\*Where the duration of the project or contract (E.G. ASC) warrants it.

## Appendix 2 – Highways England Common Induction Topic Headings

### Section 1: Who are Highways England

- › Highways England's Role
- › Home Safe and Well
- › Travelling on the network as a road user
- › Signs and Signals e.g. RED X Signs
- › Unsafe and Undesirable Behaviour
- › Near Miss and Observations Reporting

### Section 2: Highways England Passport Scheme

- › Aims and Purpose of the Highways England Passport Scheme
- › An introduction to the Network
- › Road Types on the Network e.g. Motorways, Smart Motorways, A Roads, etc
- › General Rules for High Speed Roads and Dual Carriageways

### Section 3: Working on or near the Network

- › Vehicles/Road Users Permitted on the Strategic Road Network
- › Working on or near the Network
- › Vehicle Livery
- › Stopping on the Hard Shoulder
- › Working adjacent to a live Carriageway
- › Working on a live Carriageway

### Section 4: Working within Temporary Traffic Management

- › Site Definition and Safety Zones
- › Longitudinal and Lateral Safety Zones
- › Accessing and Egressing Traffic Management Lane Closures
- › Incursions
- › Exiting Lane Closures
- › Working behind Traffic Management
- › Cones and Temporary Vehicle Restraint System (VRS)
- › Site Speed Limits
- › Public Behaviour

### Section 5: Being Set for Work

- › What is Risk Assessment
- › What are the main Hazards and Risks?
  - Work at Height
  - Underground and Overhead Services
  - People Plant Interface
  - Lifting Operations
  - Excavations
  - Tripping / Slipping Hazards
  - Manual Handling and Ergonomics
  - Members of the Public
- › Personal Protective Equipment including Safety Helmet Colours

### Section 6: Occupational Health

- › Fatigue
- › Leptospirosis (Weil's disease)
- › Bird droppings
- › Needles
- › Skin disorders
- › Asbestos Awareness

### Section 7: Wellbeing

- › Mental Health
- › Stress

### Section 8: Environmental Protection

- › Highways England's vision for the environment
- › Environmental Protection
- › Delays and Fines
- › Wildlife
- › Invasive plants
- › Trees
- › Environmental Pollution and Nuisances
- › Waste
- › Refuelling, storage, leaks and spills

### Section 9: Your Responsibilities

- › Fitness to Work
- › Drugs and Alcohol
- › Your Personal Health and Safety Commitment
- › Recap of the basic rules for working on the network

### Appendix 3 - Typical content of a full site induction

A full induction must include site specific information and must include but is not limited to;

- › Introduce yourself and explain the site management structure.
- › Explain the purpose of the induction and what it aims to achieve (i.e. the organisations approach to health, safety and wellbeing, behavioural expectations and essential health and safety information)
- › Explain the importance of health, safety and wellbeing and why the organisation cares about its people and drives to create a harm free environment.
- › Explain any specific occupational health provision and initiatives on the site.
- › Ensure any specific OH hazards and risks over and above the common hazards in the HCI are covered at induction.
- › Explain the organisations behavioural based safety approach (reference RTB no. 5 'behavioural based safety'.
- › Explain what they can expect to experience on site and how they can get involved.
- › Explain that he/she must undergo a drugs and alcohol test at induction in line with the drugs and alcohol regime will not be allowed to start work if he/she fails the breath test or receives a non-negative result in the drugs test and explain the company's random and with cause drugs and alcohol testing regime.
- › Explain that all personnel must comply with the competence card compliance policy. If the inductee is a nominated supervisor, ensure that he/ she meets the requirements of frontline supervisor competency.
- › Describe the project and relay the current and future site-specific health and safety hazards / risks and environmental aspects / impacts involved/ identify key project staff.
- › Highlight any exclusion and restriction zones in force and remind the inductee of the need to be vigilant of operations and any associated hazards.
- › Inform inductee where the company SHE notice board, competency board, F10, health and safety law poster and other information such as environment related notices are located (these are for their information).
- › Explain the company's mobile phone requirements and identify designated area for the safe use of mobile phones.
- › Inform the inductee that they must obey all site SHE signage and instructions
- › Detail the fact that they must wear all items of protective clothing or equipment indicated in site rules, risk assessments or safety signs.
- › Explain the emergency procedures / fire plan and if appropriate walk the routes to the assembly areas and fire points.
- › Identify who are the nominated fire wardens.
- › Identify the appointed first aiders, the location of the defibrillator(s) and the associated project / office arrangements.
- › Show and discuss specific welfare arrangements, inform of site-specific waste management arrangements, housekeeping arrangements and material storage areas.
- › Explain that should they have any views, opinions or recommendations on any SHE matters on this site, they should relay them to their supervisor or principal contractor member of staff and these will be discussed at our SHE meetings / forums – we value their engagement and subsequent opinions.
- › Discuss how to raise issues of a confidential nature.
- › Explain the site-specific disciplinary procedures for non-compliance with contract rules, or SHE management system requirements - including theft/vandalism, which can cause SHE incidents.

#### Appendix 4 - Typical content of a Delivery Driver's and Maintenance personnel induction.

It may be necessary to deliver the induction off-site, for example at the driver's own, or a batching plant depot. A Delivery Driver or Maintenance Personnel induction must include site specific information including, but not limited to;

- › Over-view of the project / works
- › Highways England and the Principals expectations for H&S on the site
- › Key hazards, site traffic, site pedestrian and public interfaces
- › Emergency arrangements and provision (first-aid, action on a spillage)
- › Consideration for other site vehicles and personnel
- › Minimum PPE requirements
- › Smoking policy
- › Welfare provision
- › The driver/maintainer should be provided with a map of the site with key information provided
- › A list of sites 'do's and don'ts', including the 'golden rules' (speed, PPE, tipping and reversing)
- › Information relating to the on-site 'traffic management plan', including but not limited to;
- › Booking / reporting in
- › Key contacts
- › Access and egress, and highways temporary traffic management (TTM)
- › Designated traffic routes and the use of 'holding points'
- › Speed limits
- › One-way systems and reversing protocol
- › Use of cab window 'display posters' confirming a site induction has taken place. (E.G. A4 sized – 'I have received a delivery driver induction')
- › Site's use of 'Plant and Vehicle Marshall's' (see RtB no. 17) and banksmen
- › Location of over-head powerlines / exclusion zones etc.
- › Provision for task/location specific briefings
- › Vehicle washing facilities
- › Refuelling provision
- › Requirements for flashing beacons (Amber, double unit or 2 independent light sources)
- › Reporting of incidents, including near misses and opportunities to improve provision - and particularly what to do if the driver is unsure or is seeking advice
- › Chapter 8 vehicle compliance
- › Mandatory use of seatbelts
- › Requirements for tipper lorries (sheeted, when raising ensure you are stationary and not under overhead services, structures or other exclusion zones)
- › Vehicles not left unattended with engines running and keys left in the ignition
- › Use, or non-use of mobile phones, Satnavs or other similar devices
- › Carrying passengers prohibited, unless required to aid delivery/ maintenance
- › No children or pets
- › Environmental provision (waste, re-fuelling, reporting spillages etc.)

## **Appendix 5 – Typical content of an Occasional Site Visitors induction, accepting they will be chaperoned around site.**

An occasional site visitor induction must include site specific information including but not limited to;

- › Over-view of the project / works
- › Highways England and the Principals expectations for H&S on the site – sell H&S and the sites performance to date
- › Key hazards on site, particularly on the day
- › Emergency arrangements and provision (first-aid)
- › Consideration for site vehicles and personnel
- › Minimum PPE requirements
- › Smoking and mobile phone policy and provision
- › Welfare provision
- › Reporting of incidents, including near misses and particularly opportunities to improve provision
- › A list of site 'do's and don'ts', including the 'golden rules' (PPE, pedestrian segregation, ask questions of and listen to your chaperone and specific task/location briefings)

## Appendix 6 – Induction Room Requirements:

- › Be clean and free from rubbish
- › Have adequate space for each delegate to sit comfortably on suitable chairs behind a desk in case of any writing that may be required
- › A suitable table and chair for the trainer
- › Have adequate heating and ventilation to allow the room temperature to be maintained at a comfortable level
- › Have sufficient lighting to clearly see any course materials handed out and test papers to be completed
- › Presentation Aids such as projectors, whiteboards etc
- › Windows will have blinds or other covering to prevent strong sunlight
- › Be available for the full duration of the course, without interruptions
- › Quiet enough so that the delegates can hear the course content without the need for shouting
- › Have welfare facilities for making of hot and cold drinks
- › Toilets and wash facilities
- › Well-marked & clear fire exits
- › Safe access & egress for trainer & delegates.
- › Parking availability to mirror room capacity,
- › Maximum occupancy of induction room to determined, particularly considering recent COVID-19 pandemic
- › Break out area for refreshments