



**Persimmon**

Health, Safety  
& Environment  
Department

# Performance Monitoring & Review Standards (Construction)



Authorised by: HS&E Director

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STD: Performance Monitoring & Review  
Standards (Construction)

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# 1. Introduction

The purpose of these performance and review standards is to give guidance to key business roles on how they should monitor HS&E performance, taking action to review performance and learn lessons.



## 2. Role of the Managing Director

The Managing Director is responsible for setting the roles and responsibilities for the planning, implementing, monitoring and review of HS&E compliance.

This must be recorded on a Directors and Heads of Department Responsibility Chart and communicated to all relevant staff. This must also be periodically reviewed to ensure any changes in personnel are updated on the Chart.

**Refer to HSMS-EMS form [078](#) – Directors and Heads of Department Responsibility Chart**

The Managing Director with the assistance of the local HS&E Advisor, has specific responsibilities:

Chair a quarterly HS&E Committee Meeting, ensuring any actions that arise out of the meeting are completed.

**Refer to HSMS-EMS form [079](#) – HS&E Committee Meeting Minutes Template**

Complete an annual HS&E Action Plan, to be reviewed bi-monthly.

**Refer to HSMS-EMS form [080](#) – HS&E Action Plan Template**

Carry out a quarterly joint site visit with their local Group HS&E Advisor.

Attend all review meetings at the request of the local Group HS&E Advisors to review relevant incidents, regulatory authority contacts and zero scores. Taking appropriate action following the review to prevent recurrence and ensure where appropriate individuals are held to account.

Review all operating business HS&E reports prepared by the local HS&E Advisor, ensuring any recommendations in the report are actioned.

As part of their day to day responsibility to maintain standards within their business Managing Directors are required to ensure they make general health and safety observations and engage with their Heads of Department and wider workforce to promote a good health and safety culture within their business. Also to ensure that anyone failing to work safely is retrained or disciplined where appropriate.







### 3. Role of the Construction Director

Construction Directors must ensure that site teams undertake regular inspections and reviews of each of each of the sites and contractor activities under their control.

The Construction Director with the assistance of the local HS&E Advisor must chair a Construction Department Bi-Monthly Working Group Meeting to discuss any site issues and general HS&E performance related matter such as incidents and enforcement agency visits. Also ensuring that any actions that arise out of the meeting are completed.

**Refer to HSMS-EMS form [081](#) – Construction Working Group Meeting Minutes Template**



## 4. Role of the Contracts Manager

Contracts Managers are required to forward plan and monitor HS&E activities and performance on all sites within the remit of their responsibility as per the instructions and actions agreed at Construction Department HS&E Working Group meetings and other Build/ Sales meetings. The Contracts Manager Forward Planning/ Performance Monitoring Form must be completed as a minimum, bi monthly for each site they are responsible for.

### Refer to HSMS-EMS form [64](#) – Contracts Manager Action Report

Contracts Managers must also respond accordingly to any actions identified to them via the site inspection HS&E COINS reports. They must also ensure they review and respond to all items brought to their attention in the Site Managers weekly checklist and liaise accordingly with internal personnel and contractors.







## 5. Site visits by operational management

When visiting site, Managing Directors, Directors and Heads of Department must not walk on by if they see anything that they judge to be serious deviation from HS&E policy and procedures and must take immediate action.

They must also report any poor performing contractors to the Commercial and Construction Director.

**Refer to HSMS-EMS form [64A](#) – Directors/ Heads of Department Action Report**



## 6. Role of the Site Manager

Site Managers are key to the daily monitoring of HS&E performance and their early intervention when seeing something that is not right will prevent serious and even fatal injury.

Site Managers must undertake daily and weekly inspections of their site. The weekly inspection must be documented using the weekly site managers checksheet.

**Refer to HSMS form [014](#) – Weekly Site Managers Checksheet**

Site Managers must complete the checksheet truthfully, recording a no answer will not be seen as a problem provided the further action required column is completed and the actions followed up. A comprehensively completed checksheet shows a proactive approach by site management to identifying non-compliance which can be corrected before injury or incident results.

Site Managers must monitor the performance of all operatives on site. If they see any non-conformance by an operative not complying with their RAMS, Group HS&E policy or the HS&E documentation provided by their employer they must issue an operative health and safety notice.

**Refer to HSMS form [065](#) – Operative Health and Safety Notice**

Site Managers must also monitor the performance of all contractors on site, reporting any issues to their Contracts Manager so that this can be raised and discussed in the Construction Department Group HS&E Working Group meeting.

Also ensuring they complete the contractor/ suppliers sheet quarterly and return it to the Construction Director or Contract Manager for review. Any failings/ concerns must be discussed with the Commercial Director and considerations made to remove poor performing contractor off the approved list.

**Refer to HSMS-EMS form [026](#) – Contractor/ Supplier Performance Review Report**





## 7. Role of the local Group HS&E Advisor

Local Group HS&E Advisors are key to regular targeted site HS&E performance monitoring through site inspections and accident/ incident investigations.

Advisors must undertake as a minimum of two scored HS&E inspections of the sites in their allocated business in each bi-monthly period. The scoring is based on a set of key performance indicators as detailed in the site inspection helpcard booklets.

Scoring Criteria:			
4 score:	3 score	1 score	0 Score
Group HS&E Policy has been fully met.	minor non-conformity within Group HS&E policy and limited improvement needed.	non-conformity with Group HS&E policy and immediate improvement needed	Evidence of a risk of imminent serious personal injury, or
		Evidence of a risk of personal injury, or	Evidence of a risk of imminent significant or major environmental incident.
		Evidence of a risk of environmental minor incident	Evidence of systemic administrative non-conformity, and/ or
		Evidence of significant, multiple or repeated administrative non-conformity, and /or	Administrative non-conformity linked to a risk of imminent serious personal injury or environmental significant or major injury.
		Administrative non-conformity linked to a risk of personal injury or environmental minor incident	

Refer to Site Inspection Helpcard Booklets

[Construction](#)

[Groundworks](#)



## 7. Role of the Local Group HS&E Advisor (cont.)

Prior to the local Group HS&E Advisor issuing a zero score, the concern must be first discussed with the Senior Group HS&E Advisor, once it is agreed that a Zero score will be issued, the Advisor will then inform the MD/ Construction Director by phone, prior to the report being sent. A review meeting must be held with the Managing Director within 10 days to review the score and agree actions to prevent recurrence and ensure where relevant individuals are held to account.

**Refer to HSMS-EMS form [063](#) – Site Inspection Zero Score Review Report**

Group HS&E Advisors must also undertake a review of two closed action tasks each month and drive compliance with tasks being closed down on COINS.



## 8. Senior Management Oversight & Change Management

The HS&E Director will prepare annual and bi-annual HS&E performance reports to provide an overall review of Group performance and to monitor for trends, taking appropriate steps where necessary.

The HS&E Director will also provide bi-monthly operational HS&E reports for the Board, Executive Committee and operating business divisions.

The reports must be reviewed and disseminated where appropriate by Group and operational management.

The Chief Executive Officer will ensure that HS&E performance is discussed at every bi-monthly Board and Executive Committee meeting. The Chief Executive Officer will also chair a Group HS&E Committee to be attended by the senior HS&E and operational management teams.

The UK Managing Director will ensure that HS&E performance is discussed at every bi-monthly operating business divisional meeting.

All changes to the HS&E policy and standards must be approved by the Group HS&E Director. For significant changes, approval of the Group Construction Director (Board representative for HS&E) must be given. Where appropriate policy changes will be discussed and agreed at the Executive Committee or Group HS&E Committee meetings.

## 9. Further Reading

[IOD/ HSE - Leading health and safety at work](#)





# 10. Document Version Information

VERSION ISSUED	Date
<u>Version 1</u> <u>1,2,3,4,4.1-4,5,6,7,8,9</u>	24/04/2023
<u>Version 2</u> Section 8 – referred to policy change management process	12/12/2024

