

PAS 8673:2022

Built environment – Competence requirements for the management of safety in residential buildings – Specification



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Foreword

This PAS was sponsored by the Department for Levelling Up, Housing and Communities (DLUHC). Its development was facilitated by BSI Standards Limited and it was published under licence from The British Standards Institution. It came into effect on 31 July 2022.

Acknowledgement is given to Brian Atkin, as the technical author, and the following organizations that were involved in the development of this PAS as members of the steering group:

- Association of Residential Managing Agents
- British Property Federation
- Chartered Institute of Building
- Construction Products Association
- Consumer and Public Interest Network
- Department for Levelling Up, Housing and Communities
- Engineering Council
- Health and Safety Executive
- Institute of Residential Property Management
- Institute of Workplace and Facilities Management
- Institution of Occupational Safety and Health
- Local Government Association
- National Fire Chiefs Council
- National Housing Federation
- Royal Institution of Chartered Surveyors

Acknowledgement is also given to co-opted members of the steering group, together with the members of a wider review panel who were consulted in the development of this PAS.

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This PAS is not to be regarded as a British Standard. It will be withdrawn in the event it is superseded by a British Standard.

The PAS process enables a specification to be rapidly developed in order to fulfil an immediate need in industry. A PAS can be considered for further development as a British Standard, or constitute part of the UK input into the development of a European or International Standard.

Relationship with other publications

This PAS forms part of a comprehensive suite of documents relating to competence in the built environment. The suite comprises:

- BSI Flex 8670, *Built environment – Core criteria for building safety in competence frameworks – Code of practice*¹⁾;
- PAS 8671, *Built environment – Framework for competence of individual Principal Designers – Specification*;
- PAS 8672, *Built environment – Framework for competence of individual Principal Contractors – Specification*;
- PAS 8673, *Built environment – Competence requirements for the management of safety in residential buildings – Specification*.

This PAS is based upon the recommendations regarding competence (i.e. skills, knowledge, experience and behaviours) and assessment given in the report *Safer people, safer homes: Building Safety Management of Working Group 8* [1], the “Hackitt” report [2], and BSI Flex 8670.

The Building Safety Act 2022 [3] introduces obligations for Accountable Persons to be responsible for assessing and managing building safety risks (i.e. the spread of fire and structural failure). To meet the duties set out in the Act, some Accountable Persons might find it necessary to improve their arrangements, including their competence or of those that support them, to assess and manage building safety risks.

¹⁾ Downloadable from <https://www.bsigroup.com/en-GB/industries-and-sectors/construction-and-the-built-environment/built-environment-competence-standards/>.

Information about this document

This PAS sets out a competence framework to support Accountable Persons and others in managing building safety risks. “Building safety” is used in the sense defined in BSI Flex 8670 and encompasses fire safety, structural safety, public health and public safety. The context of the PAS is residential buildings and other developments incorporating residential accommodation, but it might also be relevant to other types of building. The term “person” in this PAS means a natural person or a legal entity, i.e. organization.

This PAS is not intended to replace existing professional, technical or vocational training.

This publication can be withdrawn, revised, partially superseded or superseded. Information regarding the status of this publication can be found in the Standards Catalogue on the BSI website at [bsigroup.com/standards](https://www.bsigroup.com/standards), or by contacting the Customer Services team.

Where websites and webpages have been cited, they are provided for ease of reference and are correct at the time of publication. The location of a webpage or website, or its contents, cannot be guaranteed.

Use of this document

It has been assumed in the preparation of this PAS that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced. In this regard, individuals or entities managing building safety are expected to have defined roles and responsibilities. Overseeing the arrangements in place to manage building safety risks is one of the most important roles. Individuals or entities overseeing such a role are expected to demonstrate that they have the necessary skills, knowledge, experience and behaviours to determine if such arrangements are effective and proportionate.

This PAS can be used as a benchmark against which to assess the competence of:

- a) those performing the necessary activities related to the management of building safety in residential buildings; and
- b) those whose services are being contracted to carry out or support the carrying out of the management of building safety.

It can also be used to guide and assess how well dutyholders and those delegating functions to others (for example, a managing agent employing specialist contractors) have carried out due diligence to verify the competence of those they employ or contract.

More generally, it is expected to be of use to, for example:

- organizations that will assess the competence and commitment of persons managing safety in residential buildings, including professional bodies, trade bodies and those that regulate by statute or facilitate voluntary self-regulation;
- national accreditation authorities;
- government agencies;
- employers; and
- insurers.

It is anticipated that this PAS can be used to assure stakeholders that persons managing safety in residential buildings are assessed by common and directly comparable methodology and processes.

Presentational conventions

The provisions of this PAS are presented in roman (i.e. upright) type. Its requirements are expressed in sentences in which the principal auxiliary verb is “shall”.

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Where words have alternative spellings, the preferred spelling of the Shorter Oxford English Dictionary is used (e.g. “organization” rather than “organisation”).

Contractual and legal considerations

This publication has been prepared in good faith, however no representation, warranty, assurance or undertaking (express or implied) is or will be made, and no responsibility or liability is or will be accepted by BSI in relation to the adequacy, accuracy, completeness or reasonableness of this publication. All and any such responsibility and liability is expressly disclaimed to the full extent permitted by the law.

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Compliance with a PAS cannot confer immunity from legal obligations.

Introduction

In words borrowed from BSI Flex 8670, people have the right to expect that buildings and their immediate environment are designed, built and maintained in a way that is safe. Occupants (including residents, workers and visitors), and other key stakeholders such as freeholders and leaseholders, need to have confidence and trust in the people responsible for ensuring that their interests are properly considered and that safety of occupants is a priority. There is understandable concern that buildings need to be designed and constructed to the required standards to provide safe, secure and efficient environments for occupants. Equally, buildings ought to be managed and maintained to these same standards, but sometimes they are not.

Occupation and use represent by far the longest phase in a building's life cycle, during which changes might take place affecting its performance. Changes can arise for a variety of reasons, such as improving energy efficiency, reducing carbon emissions, replacement of obsolete systems and components, upgrading functionality and providing greater amenity for occupants. A proposed change might be seen as beneficial, but the consequences of any mismanaged planning might not be and, in extreme cases, could prove disastrous. There is also the possibility of hazards and risks, arising from deficiencies and other quality-related issues, surfacing well into occupation, for example, as a result of a major refurbishment or cumulative, incremental alterations amounting to material change.

Occupied buildings are live environments and subject to continual change even if this is barely perceivable on a day-to-day basis. The interdependencies that exist between the functions, activities and tasks necessary to maintain the safe, secure and effective functioning of a building have to be understood, including maintenance and improvement works undertaken by occupants; otherwise, there is the likelihood of incidents occurring that could affect occupant safety. Upholding building safety as the primary concern means accepting that activities and tasks have to be designed, planned, organized, resourced, coordinated, monitored, controlled and reviewed, and the interdependencies between them have to be properly understood, to provide adequate levels of safety in the building.

1 Scope

This PAS specifies competence requirements for managing safety in residential buildings, based on the recommendations and core competence criteria set out in BSI Flex 8670, in regard to:

- building structures and building systems, including building services;
- interaction of systems and components;
- operational practices necessary to maintain buildings safe for occupants;
- risk management;
- managing the golden thread²⁾ of information, including other digital information;
- managing change, including the consequences of human behaviour;
- leadership, communication and planning skills; and
- personal commitment to ethical behaviour and professional standards.

It also gives guidance on detailed competencies (see Annex A) and the assessment of competence (see Annex B).

This PAS is applicable to residential buildings and other developments incorporating residential accommodation.

This PAS does not cover training requirements.

²⁾ The principles of the golden thread are set out in the Building Regulations Advisory Committee (BRAC) golden thread working group report, which can be found at <https://www.gov.uk/government/publications/building-regulations-advisory-committee-golden-thread-report/building-regulations-advisory-committee-golden-thread-report>.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes provisions of this PAS³⁾. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

BSI Flex 8670, *Built environment – Core criteria for building safety in competence frameworks – Code of practice*⁴⁾

³⁾ Documents that are referred to solely in an informative manner are listed in the Bibliography.

⁴⁾ This PAS also gives an informative reference to BSI Flex 8670 v3.0:2021-04.

3 Terms, definitions and abbreviated terms

3.1 Terms and definitions

For the purposes of this PAS, the terms and definitions given in BSI Flex 8670 and the following apply.

3.1.1 accreditation

formal recognition by a regulated body that an organization engaged in assessment and certification activities is operating according to a prescribed standard

3.1.2 certification

provision of written assurance by an accredited organization that a person has been assessed and meets the requirements for a defined role and level of competence

3.1.3 competency (competencies)

skill, knowledge, experience and behaviours required at task level to achieve a defined outcome

NOTE This definition differs from that given in BSI Flex 8670, which is expected to be updated in the British Standard that supersedes it.

3.1.4 configuration management

application of procedures to control, correlate and maintain documentation, specifications and physical attributes

[SOURCE: PD ISO/TR 21506:2018, 3.12]

3.1.5 continual improvement

recurring activity to enhance performance

[SOURCE: BS EN ISO 9000:2015, 3.3.2]

3.1.6 fire risk management strategy

document detailing the fire safety strategy for occupants and those individuals or nominated individuals with appropriate powers and resources so that the fire safety systems (passive, active and procedural) within a building are working effectively at all times

3.1.7 person

individual, organization or other entity

3.1.8 public safety

preventive and protective measures to safeguard the well-being of members of the general public

3.1.9 risk profile

output of the analysis of threats presented by a building, the dangers they might pose to occupants, the likelihood of their occurrence and the controls in place to manage them

3.1.10 safety case

full body of documented information and evidence concerning the assessment and management of building safety risks stored within the golden thread

NOTE This definition differs from that given in BSI Flex 8670, which is expected to be updated in the British Standard that supersedes it.

3.1.11 safety case report

summary of the key components derived from the safety case (3.1.10), with appropriate references to supporting documentation

3.1.12 safety management system

systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures

3.1.13 security-minded

understanding and routinely applying appropriate and proportionate security measures in any business situation so as to deter and/or disrupt hostile, malicious, fraudulent and criminal behaviours or activities

[SOURCE: BS EN ISO 19650-5:2020, 3.10]

3.2 Abbreviated terms

For the purposes of this PAS, the following abbreviated terms apply.

CPD continuing professional development

PDCA plan–do–check–act

SMART specific, measurable, achievable, realistic and time-bound

4 Key principles

COMMENTARY ON CLAUSE 4

The minimum competence requirements within this PAS are to be interpreted in the context of the functions, activities and tasks relevant to the management of safety in residential buildings. Overseeing the arrangements to manage building safety risks is a highly important role and requires an effective safety management system to be evaluated and implemented or managed (see 6.4). Any person, including where part of an organization, who undertakes this overseeing role is, therefore, expected to have the relevant skills, knowledge and experience, combined with appropriate behaviours as set out in BSI Flex 8670 v3.0:2021-04, Table 1.

4.1 Behaviour and ethics

COMMENTARY ON 4.1

There has to be a sense of personal responsibility, integrity, respect, understanding and promotion of diversity and inclusion, and of accountability, as part of a strong, effective safety culture. The detailed competencies (see Annex A) embed the appropriate behaviours. Ethics, or ethical practices, are a key trait of a professional person. The expectation is that a person managing safety in a residential building adheres at all times to a moral philosophy or an explicit code of conduct prescribed by a professional body, learned society or trade association. The approach taken in BSI Flex 8670, which is reflected in this PAS, is to embed ethical behaviours in the functions, activities and tasks that are required to manage safety in buildings. Instead of behaviours appearing detached from the very act of work, they are an intrinsic part of it.

A person managing safety in a residential building shall adhere to the behaviours and ethical practices prescribed in this PAS.

4.2 Limits of competence

COMMENTARY ON 4.2

Understanding the limits of a person's competence is crucial if people are to act appropriately. Aside from the dangers and consequences of acting beyond the limit of one's competence, there is the likelihood that doing so would send the message that such behaviour is permissible. It is recognized that a person managing safety in a residential building is unlikely to be an expert across all competence areas but, nonetheless, is expected to be able to grasp the key concepts, ask appropriate questions, identify problems, seek the appropriate expert advice and feel confident to challenge it. A person managing safety in a residential building is further expected to know where to find and use relevant standards and guidance.

Persons managing safety in residential buildings shall recognize the limits of their competence.

Where the need for expert advice arises, persons managing safety in residential buildings shall be aware of the source of such advice and take necessary steps to obtain it.

5 Competence areas

COMMENTARY ON CLAUSE 5

This PAS aligns with the core competence criteria contained within BSI Flex 8670 in regard to safety in buildings and the functions, activities and tasks to be performed with respect to occupied buildings, including those undergoing alterations, extensions, retrofit, renovation, refurbishment, repair, maintenance and change of use or purpose.

A person managing safety in a residential building shall possess competencies in each of the following areas (see Clause 6):

- a) operating environment: the environment within which the building operates, legal framework, responsibilities and accountabilities, due diligence and evidence, safety management, information management and golden thread requirements;
- b) leadership and teamwork: ethical behaviour, professional standards, leadership, people management, stakeholder engagement, teamwork and motivation, delegation and empowerment;
- c) building systems and safety: how buildings work and building systems and components interact to affect performance and impact building safety, and the practical measures for fire prevention and protection;
- d) operational practices: the safety management system, performance management, servicing, maintenance, repairs and minor construction works, including procurement, and evacuation plan for the building;
- e) risk management: the distinction between issues, hazards and risks, stages in risk assessment and risk response, the building's risk profile and types of insurance cover; and
- f) planning, monitoring and control: the key principles of project management, time and resources planning, cost management, managing change and lessons learned.

A person managing safety in a residential building shall recognize the interrelated and interdependent nature of the competencies.

Within the competence areas, a person managing safety in a residential building shall possess minimum competencies in relation to:

- 1) behaviours;
- 2) fire safety, structural safety, public health and public safety;
- 3) managing building safety;
- 4) knowledge management and communication; and
- 5) buildings as systems, building systems and construction products.

NOTE Clause 6 outlines the overall competence requirements for a person managing safety in a residential building. Annex A outlines the detailed competencies that support the overall competence requirements. Annex B provides guidance on competence assessment.

6 Competencies

COMMENTARY ON CLAUSE 6

This clause outlines each competence area identified in Clause 5 in terms of the overall competence requirements, functions and activities. Annex A outlines the detailed competencies that support the overall competence requirements.

6.1 Operating environment

A person managing safety in a residential building shall possess the following competencies for the operating environment.

- a) **Legal and compliance:** explain relevant legislation and statutory guidance, including that relating to health and safety, drivers of compliance and how they are intended to regulate the design, construction, operation, maintenance and refurbishment of residential buildings, and the legal duties and obligations in regard to building safety.
- b) **Roles, responsibilities and accountability:** demonstrate good governance in determining responsibilities and understand accountabilities including one's role and its limits.
- c) **Due diligence and evidence:** demonstrate principles of selection and appointment of contractors and management of contracts, including cost recovery for building safety and related works, and establish authenticity and quality of information and record keeping.
- d) **Information management:** evaluate the suitability, accuracy and quality of information to operate an information management system that integrates building safety information and data, and implement security-minded practices.
- e) **Golden thread of information and safety case report:** identify the golden thread principles and how information on safety and behaviours can be utilized to record and maintain a reliable safety case for the building, and explain the purpose and requirements of a safety case report.

6.2 Leadership and teamwork

A person managing safety in a residential building shall possess the following competencies for leadership and teamwork.

- a) **Ethical behaviour and professional standards:** recognize and understand indicators of fraud, irregularity, negligent and corrupt practices, measures to avoid them, steps to be taken when they occur, and safeguards for occupants.
- b) **Leadership:** recognize and understand the purpose of leadership, its place in management and effects on personnel, and explain how it can be used to achieve defined objectives, including prioritizing building safety and people.
- c) **People management:** evaluate the skills, knowledge, experience and behaviours of persons required to assist in the management, maintenance and operation of a building and their personal development needs, and demonstrate inclusiveness, equality and fairness when discharging one's duties.
- d) **Stakeholder engagement:** evaluate the needs of occupants, including the requirements of those with mobility, cognitive or sensory impairment, and other key stakeholders, and explain how to engage effectively with them to maintain positive relationships.
- e) **Teamwork and motivation:** evaluate roles, responsibilities and targets for effective teamwork, and establish commitment to shared objectives in conjunction with occupants and other key stakeholders.
- f) **Delegation and empowerment:** understand the difference between delegation and empowerment, and recognize situations where each is appropriate, including encouraging, enabling and supporting occupants and other relevant stakeholders.

6.3 Building systems and safety

NOTE BS 9991 gives recommendations and guidance on the design, management and use of residential buildings to achieve reasonable standards of fire safety. BS 9997 provides requirements with guidance on fire risk management systems.

A person managing safety in a residential building shall possess the following competencies for building systems and safety.

- a) **Building design and construction:** explain the principles of building design in relation to building safety and measures to limit the spread of smoke and fire, including compartmentation and other design features to support safe evacuation by all occupants.
- b) **Building structure, fabric and materials:** explain the fundamental principles of structural design, appraise the general condition of the building and recognize where circumstances warrant examination by specialists.
- c) **Fire safety engineering principles:** understand how applying fire safety engineering principles to the design of buildings can affect the management of a building and how and when to engage a person with the necessary capability to advise on a building that has been, or might have, been designed in accordance with these principles.
- d) **Interaction of systems and components:** relate the principles of the building as a system and how this affects performance and impacts building safety, and understand the purpose of configuration management.
- e) **Building safety and safety protection:** define the principles affecting building safety and primary causes of failure of safety systems and appraise the effectiveness of preventive and protective measures.
- f) **Fire management and systems:** interpret and apply the principles and benefits of a fire risk management strategy, and develop and apply requirements for inspection, testing and maintaining fire prevention and protection systems.

6.4 Operational practices

NOTE 1 BS EN ISO 41001 provides requirements and guidance on facility management systems, BS ISO 45001 gives requirements with guidance on occupational health and safety management systems, and BS 8210 gives guidance with recommendations on maintenance management. HSE publication HSG65 [4] explains the plan–do–check–act (PDCA) approach and shows how it can help achieve a balance between systems and behavioural aspects.

A person managing safety in a residential building shall possess the following competencies for operational practices.

- a) **Safety management system:** evaluate and implement or manage a safety management system to measure and monitor safety performance.
- b) **Communication and engagement:** communicate with, and support, occupants and other key stakeholders through practical measures relating to building safety, including reviews, analysis of findings, reporting and feedback, taking into account primary language considerations and the requirements of those with mobility, cognitive or sensory impairment.
- c) **Inspection, testing, maintenance, repairs and minor construction works:** identify and evaluate the need for, and standards for, inspection, testing and maintenance, and contribute to, and oversee, maintenance plans that adopt a holistic approach to health, safety, security and the environment, and the elimination, reduction and control of risks.
- d) **Servicing and supplies:** evaluate and implement effective arrangements for servicing and maintaining the building, and identify and resolve unsafe situations arising from, for example, air or water quality and electrical, gas or other utility failure.
- e) **Procurement:** define, evaluate and implement a procurement process, including principles, policy and procedures, to maintain openness and transparency in decision making and contribute to the selection and management of competent service providers and contractors.
- f) **Evacuation and emergency response:** understand an evacuation strategy for the building and describe an approach for preparing plans to facilitate an effective response in the event of emergency that is understood by all occupants.

- g) **Health and safety:** explain and implement a formal approach to health and safety management and demonstrate how health and safety hazards and risks, including those arising from temporary works and maintenance, can be reduced through various means.

NOTE 2 *This health and safety competency applies where the Accountable Person is managing health and safety.*

6.5 Risk management

NOTE BS ISO 31000 *provides guidance on risk management.*

A person managing safety in a residential building shall possess the following competencies for risk management.

- a) **Issue management:** differentiate issues from risks, resolve issues and describe the procedure for dealing with issues beyond one's control.
- b) **Hazard and risk identification:** recognize and understand the key differences between hazard identification and risk assessment and identify threats to building safety posed by works and occupant-related activities.
- c) **Risk assessment:** understand, create and manage the building's risk management plan and risk register, and assess the likelihood of a risk materializing and the impact if it does.
- d) **Risk response:** understand and apply risk responses and explain how to recognize and respond to a significant incident occurring beyond prepared control measures.
- e) **Building's risk profile:** explain the building's risk profile and implications for dutyholders.
- f) **Insurance and indemnity:** understand insurance cover relating to the building and its risk profile, and assess the appropriateness of insurance cover maintained by service providers and contractors.

6.6 Planning, monitoring and control

A person managing safety in a residential building shall possess the following competencies for planning, monitoring and control.

- a) **Time and resources planning:** define the key principles of project management, and assess and manage the time and resource requirements needed to comply with regulatory and dutyholder requirements.
- b) **Cost management:** understand how to estimate costs utilizing a risk-based approach to secure appropriate budgets, manage approved budgets and apply basic financial controls.
- c) **Managing change:** develop and maintain plans to manage, communicate and control change, including changes initiated by occupants, and evaluate their impact on other stakeholders, the building's risk profile, building safety risks and safety case.
- d) **Lessons learned:** collect, analyse, appraise and integrate learning from practices, issues and incidents to improve building safety and operational performance.

7 Competence and assessment

Persons managing safety in a residential building shall be able to:

- a) demonstrate that they have, and maintain, the skills, knowledge, experience and behaviours sufficient for their role; and
- b) recognize and accept that ongoing assessment and certification of their competence for the role is necessary and that independent bodies exist for this purpose.

***NOTE** Annex B provides guidance on competence assessment, including validation and revalidation of competence, the importance of maintaining and enhancing competence through appropriate continuing professional development (CPD) and the need to retain records and documents of accomplishment in this regard. This can be used to assure stakeholders that persons managing safety in residential buildings are assessed by common and directly comparable methodology or processes, and that a mechanism exists to determine if competencies have been maintained at the appropriate level.*

Annex A (informative)

Detailed competencies

COMMENTARY ON ANNEX A

This annex describes the detailed competencies supporting the overall competence requirements in Clause 6 for persons managing safety in residential buildings.

A.1 Operating environment

A.1.1 Legal and compliance

This competency covers the ability to:

- a) explain the general principles of legislation relating to the design, construction, management, operation and use of a building;
- b) explain the legislation relating to the building and its impact and the roles and powers of enforcement agencies;
- c) explain the principles of legislation and statutory guidance relating to the cost recovery for managing safety in residential buildings;
- d) explain applicable residential property management legislation; and
- e) identify the different legal interests in a property.

A.1.2 Roles, responsibilities and accountability

This competency covers the ability to:

- a) explain the principles of good governance in relation to how work is planned, organized, performed and completed;
- b) explain roles and responsibilities relating to building safety and understand the differences between responsibility and accountability;
- c) demonstrate appropriate knowledge to identify and assess all persons with responsibilities and duties in relation to building safety risks;
- d) identify the boundaries of one's authority and the scope of the safety management system under one's control; and
- e) recognize the boundaries of one's capacity in regard to the extent of buildings for which one is directly responsible.

A.1.3 Due diligence and evidence

This competency covers the ability to:

- a) demonstrate the principles of due diligence to deliver building safety as they apply to selecting and appointing suppliers, managing contracts and record keeping;
- b) evaluate a process and procedure to establish the quality of information to manage the building's safety case and fire risk management strategy; and
- c) demonstrate the principles of due diligence with regard to cost recovery for managing safety in residential buildings and related works in accordance with relevant legislation.

A.1.4 Information management

This competency covers the ability to:

- a) evaluate the suitability and quality of information to be managed and exchanged at the building and organization levels;
- b) operate an appropriate information management system to integrate building safety information and data extracted from other systems such as a building management system or computer-aided facilities management system; and
- c) implement security-minded practices for the management of information and data about the building, its immediate surroundings and occupants.

A.1.5 Golden thread of information and safety case report

This competency covers the ability to:

- a) explain the golden thread and safety case principles and processes;
- b) identify the information needed to maintain an up-to-date record of the golden thread principles and safety case;
- c) collate and use information to assist in developing and maintaining a robust safety case and the key factors to be taken into account; and
- d) explain the purpose of the safety case report.

A.2 Leadership and teamwork

A.2.1 Ethical behaviour and professional standards

This competency covers the ability to:

- a) explain practical measures to be taken to avoid conflicts of interest, fraud and irregularity in the award and management of contracts;
- b) recognize indicators of possible misconduct, negligent behaviour and corrupt practices and the steps necessary to report such possibilities to appropriate authorities;
- c) describe safeguards and related steps to facilitate the lawful exclusion of unauthorized persons from the building; and
- d) describe and apply safeguards for occupants when dealing with concerns, complaints and conflict resolution, and as part of an engagement strategy.

A.2.2 Leadership

This competency covers the ability to:

- a) explain the relevance of leadership to the management of safety in residential buildings;
- b) recognize and understand the difference between leadership and management;
- c) recognize and understand the effects of leadership and management style upon occupants in terms of their motivation;
- d) identify and manage the escalation process for critical decision making;
- e) explain the importance of setting specific, measurable, achievable, realistic and time-bound (SMART) objectives;
- f) recognize and balance competing needs using a risk-based approach and SMART objectives; and
- g) prioritize building safety above other considerations (e.g. cost and time) when setting objectives.

A.2.3 People management

This competency covers the ability to:

- a) evaluate the skills, knowledge, experience and behaviours of persons required to assist in the management, maintenance and operation of the building;
- b) explain a suitable basis for assessing the capability of persons appointed to manage, maintain and operate the building;
- c) explain the relevant legislation affecting the employment of persons engaged in the management, maintenance and operation of the building;

- d) demonstrate inclusiveness, equality and fairness when discharging one's duties;

NOTE Attention is drawn to the protected characteristics defined in the Equality Act 2010 [5].

- e) identify and resolve all instances of unacceptable behaviour that are safety-related, including reporting of details to appropriate authorities;
- f) identify relevant human factors that could have an impact on building safety when undertaking work in or around the building;
- g) explain arrangements for the protection of personal data, including that of occupants, and remedies for any breach of confidentiality;
- h) identify areas of one's capabilities that might require development and/or training and prepare a plan to acquire the necessary skills and/or knowledge; and
- i) determine the need for training, retraining or the recruitment of suitably qualified personnel to assist in the management, maintenance and operation of the building.

A.2.4 Stakeholder engagement

This competency covers the ability to:

- a) evaluate the primary needs of occupants and other key stakeholders, including the particular requirements of people with mobility, cognitive or sensory impairment;
- b) explain how to develop and maintain effective relationships with occupants and other key stakeholders; and
- c) assist in the development and implementation of an effective and inclusive engagement strategy for occupants that takes into account any existing arrangements, including exchange of information, internal process for escalation of complaints and arranging access to safety awareness training.

A.2.5 Teamwork and motivation

This competency covers the ability to:

- a) evaluate roles, responsibilities and targets for effective teamwork;
- b) establish commitment to shared objectives and the means for their achievement; and
- c) develop and implement strategies required to achieve safety throughout the building in conjunction with occupants and other key stakeholders, including emergency services, service providers, contractors and suppliers.

A.2.6 Delegation and empowerment

This competency covers the ability to:

- a) recognize and understand the difference between delegation and empowerment and when it is appropriate to act in either capacity;
- b) encourage, enable and support occupants towards good housekeeping, safety awareness training and proactive building safety practices; and
- c) encourage contractors and their subcontractors to adopt proactive building safety practices.

A.3 Building systems and safety

A.3.1 Building design and construction

This competency covers the ability to:

- a) explain the principles of building design, the key components of the building and their implications for maintenance;
- b) define the principle of fire and smoke compartmentation and recognize when its failure might lead to a building safety risk;
- c) understand the importance of maintaining compartmentation;
- d) understand how the building is ventilated and how the ventilation rate is controlled;
- e) explain the actions to reduce and eliminate pollutant infiltration and the dispersal of airborne pathogens in the building;
- f) explain the design features of the building that support safe and orderly evacuation by all occupants, taking into account the particular requirements of those with mobility, cognitive and sensory impairment;
- g) explain the features of the building that are designed to limit the threat to safety posed by a reduction in air quality caused by toxic and particulate emissions; and
- h) explain the features of the building that are designed to limit the spread of water ingress from flood or severe leaks due to abnormal rainfall.

A.3.2 Building structure, fabric and materials

This competency covers the ability to:

- a) explain the fundamental principles for the structural design of buildings and the factors that can affect structural stability;
- b) understand the structural and fire safety performance of fabric, systems and materials in buildings;

- c) identify visible structural elements, fabric and materials of construction that display characteristics which warrant examination by specialists;
- d) identify and assess any incident, event or circumstance that might call into question the integrity of the building structure, fabric, systems or fit-out, or the performance of materials; and
- e) understand the process and implications of undertaking construction works during occupation and identify suitable measures to maintain building safety in such situations.

A.3.3 Fire safety engineering principles

This competency covers the ability to:

- a) understand how fire safety engineering principles apply to the design of buildings;
- b) explain how fire safety engineering principles can affect the management of a building; and
- c) recognize how and when to engage a person with the necessary capability to advise on a building that has, or might have, been designed in accordance with these principles.

A.3.4 Interaction of systems and components

This competency covers the ability to:

- a) relate the principles of a building as a system and its component parts to performance characteristics and explain their impact on building safety; and
- b) recognize and understand the importance of configuration management to maintain system integrity and the relevance of change control.

A.3.5 Building safety and protection

This competency covers the ability to:

- a) define the principles and factors affecting building safety and explain the impact on the building and performance of building safety systems;
- b) identify and appraise the primary causes of failure to building safety systems, including compartmentation, their potential impact on building safety, occupant behaviour and each other, and the particular threats to people with mobility, cognitive or sensory impairment;
- c) apply and appraise the basic principles of protecting building safety in a range of buildings, including fire and human behaviour, and their impact on effectiveness; and
- d) report on the adequacy of safety management and maintenance functions, including reporting safety failure occurrences as and where appropriate.

A.3.6 Fire management and systems

This competency covers the ability to:

- a) interpret the principles and benefits of a building fire risk management strategy and the required response measures to deliver, manage and maintain a safe building;
- b) recognize and support the role of the Principal Designer and Principal Contractor⁵⁾ on design, construction and operational features of the building for fire prevention and protection;
- c) inform and assist in the preparation of the building's fire risk management strategy;
- d) interpret requirements as set out in regulations and standards, and by manufacturers, for testing and maintaining fire prevention and protection systems to verify their correct operation, and record all relevant information; and
- e) understand all passive and active fire safety features that can be included within a building, the operation of systems in this regard and how they work together to create the overall fire safety strategy for the building.

A.4 Operational practices

A.4.1 Safety management system

This competency covers the ability to:

- a) evaluate the requirements of a safety management system;
- b) define a process to measure and monitor safety performance and interpret the results;
- c) explain the concept of continual improvement and how it applies to the management of safety in residential buildings;
- d) provide assurance to a range of stakeholders (e.g. occupants, Accountable Person and regulators) that the safety management system is operating correctly and effectively;
- e) conduct, or select others with the capability to undertake, inspections and internal audits relating to building safety, relating to overall effectiveness and the building's risk profile;
- f) report and act upon non-compliance and remedial actions relating to building safety, and recognize when and how to report safety occurrences to the regulator;

- g) identify the information requirements to be discussed and evaluated during management reviews; and
- h) explain the use of key performance indicators to support the safe, efficient and effective management and operation of the building.

A.4.2 Communication and engagement

This competency covers the ability to:

- a) communicate effectively and engage with occupants and other key stakeholders to understand their needs, behaviours and information requirements, and to deal with complaints and feedback;
- b) conduct building performance evaluations with occupants and share findings with relevant stakeholders;

***NOTE 1** Requirements for the performance evaluation of occupied and operational buildings are specified in BS 40101.*

- c) provide critical information to occupants in formats that take account of primary language and mobility, cognitive or sensory impairment;
- d) promote awareness among all occupants of the importance of reporting any incident which they believe might compromise building safety or safe evacuation;
- e) support occupants in their plans for moving into and out of the building, to minimize exposure to risks for all and disruption to service and maintenance personnel and other occupants;
- f) recognize the need to protect people with mobility, cognitive or sensory impairment and the practical means for doing so;

***NOTE 2** Attention is drawn to the protected characteristics defined in the Equality Act 2010 [5].*

- g) analyse health, safety, security and environmental performance, interpret findings, identify corrective actions, implement changes to procedures and practices, and communicate with stakeholders;
- h) understand, manage, monitor and review the effectiveness of communicating the Residents' Engagement Strategy; and
- i) lead regular reviews of health, safety, security and the findings of environmental audits.

⁵⁾ This refers to the Principal Designer and Principal Constructor as defined under both the Construction (Design and Management) Regulations 2015 [6] and secondary legislation under the Building Safety Act 2022 [3].

A.4.3 Inspection, testing, maintenance, repairs and minor construction works

This competency covers the ability to:

- a) identify occupants who might be adversely affected by maintenance works and assess the risks to which they might be exposed;
- b) monitor and record the effectiveness of risk control measures and systems, and take corrective action where required;
- c) evaluate the need for temporary and permanent access for service and maintenance personnel to perform their tasks;
- d) evaluate the implications of temporary works on the structural integrity and security of the building prior to the work being authorized;
- e) identify and implement necessary and appropriate building refurbishment; and
- f) contribute to and oversee maintenance plans, adopting a holistic approach to the consideration of health, safety, security and the environment to protect maintenance personnel and other occupants in or around the building.

A.4.4 Servicing and supplies

This competency covers the ability to:

- a) understand the difference between strategy, policy and procedure;
- b) evaluate requirements for servicing, maintenance and supplies of materials and equipment necessary to operate and maintain the building safely and efficiently;
- c) evaluate occupant satisfaction with servicing, maintenance and supplies;
- d) identify substances that might be hazardous to the health and safety of occupants and others affected by activity in and around the building (e.g. smoking and hobbies), and the means for safe use, storage and disposal;
- e) understand the factors that would require the testing of indoor air quality to limit the exposure of occupants to pollutants;
- f) understand the factors that would require the testing of water quality to determine if the supply is safe for human consumption and meets health-based standards and regulatory requirements;
- g) explain and apply a water safety plan to the building;
- h) explain actions to reduce and eliminate pollutant infiltration and the dispersal of airborne pathogens in the building; and

- i) describe a service regime to minimize the risk of airborne transmission of pathogens and other harmful matter in the building.

A.4.5 Procurement

This competency covers the ability to:

- a) interpret and apply procurement principles, policy and procedures;
- b) evaluate and document procurement decisions to maintain fairness in tendering and transparency in decision making; and
- c) contribute to the selection and management of competent service providers and contractors to deliver building safety.

A.4.6 Evacuation and emergency response

This competency covers the ability to:

- a) understand evacuation strategies and the factors that affect them;
- b) understand the appropriate actions to take when an evacuation strategy is no longer tenable;
- c) describe an approach for preparing plans to facilitate and manage safe evacuation from the building for all occupants, including the particular requirements of people with mobility, cognitive or sensory impairment;
- d) establish an emergency response plan;
- e) implement a response that would apply in the event of an emergency; and
- f) demonstrate that the evacuation and emergency response can be safely delivered and that it is understood by all occupants.

A.4.7 Health and safety

NOTE *This competency applies where the Accountable Person is managing health and safety.*

This competency covers the ability to:

- a) recognize and understand the importance of appointing competent person(s) in health and safety, and where and when to advise on the need for additional skills, knowledge, experience and behaviours;
- b) evaluate the requirements of a health and safety management system;
- c) explain and implement method statements, safe systems of working and permits to work;
- d) analyse reported health, safety, security and environmental incidents and the steps to be taken to prevent recurrence;

- e) apply the PDCA approach to the management of health and safety risks and select appropriate standards for this purpose;
- f) demonstrate what is meant by the term “so far as is reasonably practicable”;
- g) identify health and safety hazards and other factors that could impair health and well-being arising from temporary works and maintenance; and
- h) promote the need for health and safety checks on service and maintenance personnel and other workers in and around the building, including those employed directly by residents, to establish their fitness to perform their tasks.

A.5 Risk management

A.5.1 Issue management

This competence covers the ability to:

- a) recognize and understand the key differences between issues, hazards and risks;
- b) identify internal and external issues that are relevant to the building’s risk profile and the organization; and
- c) prepare plans to resolve issues arising during management and operation of the building and describe the procedure to deal with issues beyond one’s control.

A.5.2 Hazard and risk identification

This competence covers the ability to:

- a) recognize and understand the key differences between hazard identification and risk management; and
- b) identify building safety risks and describe a means for their prioritization, including threats to building safety posed by residents within their occupied space.

A.5.3 Risk assessment

This competence covers the ability to:

- a) understand the process for creating the building’s risk management plan and maintain its relationship with the safety case;
- b) interpret and implement the principles and practice of risk assessment relating to building safety, including primary drivers of compliance; and
- c) manage effective risk assessment and building safety programmes and initiatives.

A.5.4 Risk response

This competence covers the ability to:

- a) identify and describe measures for preventing or mitigating common hazards and risks, and prepare relevant guidance for residents;
- b) understand, develop and implement control measures to respond to the risks posed by threats to building safety, taking into account a range of different scenarios and views;
- c) recognize and interpret risk responses and the appropriate behaviours for managing them; and
- d) recognize and respond to the risk of, and potential worst-case scenario consequences of, a significant incident occurring and breaking out of existing, prepared control measures.

A.5.5 Building’s risk profile

This competence covers the ability to:

- a) explain the building’s risk profile; and
- b) explain the implications of the building’s risk profile for dutyholders and regulatory authorities.

A.5.6 Insurance and indemnity

This competence covers the ability to:

- a) understand the types of insurance cover relating to the building’s risk profile and how they affect the insurance cover available to the building; and
- b) determine the appropriateness of insurance cover for the building and cover maintained by service providers and contractors.

A.6 Planning, monitoring and control

A.6.1 Time and resources planning

This competence covers the ability to:

- a) define the key principles of project management, including the main areas for control;
- b) plan maintenance and repairs, including managing their time plans; and
- c) assess the resource requirements (e.g. time, materials, equipment, labour and funding) for maintaining control over the proactive management of building safety risks.

A.6.2 Cost management

This competence covers the ability to:

- a) understand how to estimate the cost of maintenance, repairs and minor construction works for budgetary purposes, including allowances for work where the extent is uncertain or not well defined;
- b) explain the mechanism for cost recovery for managing safety in residential buildings;
- c) explain a procedure for securing appropriate budget;
- d) monitor and manage expenditure against budget in general and in relation to measures supporting building safety using a risk-based approach; and
- e) explain the relationship between budget, commitment and expenditure.

A.6.3 Managing change

This competence covers the ability to:

- a) manage change and lead on objectives;
- b) prepare and maintain suitable and sufficient processes to manage physical changes in the building, including those initiated by occupants, and their impact on the evacuation strategy, the golden thread of information, safety case and building safety risks; and
- c) prepare plans for managing change, including temporary relocation of occupants and protection of their personal property, while repairs or minor construction works are carried out.

A.6.4 Lessons learned

This competence covers the ability to:

- a) analyse and appraise lessons learned from good and bad practices, issues and incidents and apply shared learning; and
- b) implement lessons learned into the management of the building to improve safety and operational performance.

Annex B (informative)

Competence assessment

B.1 Assessment

COMMENTARY ON B.1

Competence assessment is common across industries and sectors to describe job roles and job specifications to assist in recruitment, personal development and appraisal of a person's performance. It provides a means for assessing eligibility for qualification, membership, registration, certification or licensing in a specific discipline or role. Assessment of skills, knowledge, experience and behaviours explores whether a person has demonstrated competence designed to anticipate the demands of a particular role, functions, activities and tasks. Assessment cannot predict future circumstances or give complete assurance that a person in the same role will always respond in the same way.

It is expected that persons managing safety in residential buildings will be assessed against the competence requirements in this PAS and that such assessment is subject to independent oversight and validation.

Third-party assessment and validation can be provided by organizations that are qualified for this purpose either through their constitution and codes of conduct or through assessment by a regulated body. Professional bodies, learned societies and trade bodies, whose independence and standards of conduct are open to scrutiny, are appropriate organizations in this context. Nonetheless, all organizations seeking to assess and validate the competence of persons managing safety in residential buildings are expected to show how they intend to undertake their assessments, including those relating to the appropriateness of continuing professional development (see B.3), and the safeguards they have in place to prevent malpractice or other irregularity. It is expected that these organizations are third-party accredited by a regulated body.

Persons managing safety in residential buildings are advised to consider undertaking self-assessment of their competence. Self-assessment can be undertaken as part of performance management at a point or interval determined by needs in relation to the building(s) under a person's control and when the building's risk profile changes. Self-assessment cannot be construed as third-party assessment by an accredited body. Its purpose is to help a person develop and prepare for third-party assessment.

Assessment can take many forms. Principally, it is important to differentiate the attributes of skills, knowledge, experience and behaviours. Multiple methods of assessment are more likely to produce a fair and reliable assessment of a person's competence to manage safety in residential buildings than a single method that, in striving for simplicity, ignores the fundamental differences between these attributes and how competence can be measured reliably.

Knowledge can be demonstrated by assessing comprehension of the subject matter in, for example, a question-and-answer session. This can be expanded to analysis and application through the inclusion of practice-based scenarios and problems. Technology is sufficiently developed to support online assessment and to establish if the person undertaking the assessment is the person qualified to apply for it and is not assisted in any way during the assessment.

NOTE 1 *It has become common to set assessments based on multiple-choice questions and answers. A weakness is that there can be an element of guesswork when answering questions. A modified format is where a scenario or problem is posed and an explanation has to be given as to why the selected answer is appropriate and why the other answers are not. While it means that the results have to be assessed manually, rather than by automated means, the approach produces a more reliable indicator of a person's competence.*

Behaviour, as well as skills and experience, can be assessed through, for example, the submission of a workplace assignment, including a record of practice-based problem solving and supporting evidence. This can be followed by an interview where verification of work experience and adherence to a code of conduct can be established.

NOTE 2 *An approach to the assignment is to have the person describe the relevance of their practical experiences, how they have been gained and the lessons that have been learned in the process, with documented evidence from the workplace attested by a person more experienced in managing safety in residential buildings.*

In all cases, assessment needs to provide an accurate, reliable and transparent method for determining a person's competence, and to be sufficient to allow third-party validation for the purpose of certification against this PAS.

B.2 Competence management

COMMENTARY ON B.2

Competence management is concerned with maintaining and, where necessary, developing competence to deal with new or anticipated challenges as might arise from changes in legislation, new technology or improved diagnosis of building deficiencies and safety risks. Validation of a person's competence is undertaken through assessment and is followed by reassessment or revalidation. This process is commonly referred to as certification.

Validation is through assessment of a person's ability to manage safety in residential buildings. Revalidation is a periodic reassessment of competence to provide assurance that the necessary skills, knowledge, experience and behaviours have been maintained or developed in response to increased risks and additional responsibilities so that the person remains competent. It is expected that revalidation will be performed by a third-party accredited body and be proportionate, reasonable, effective and robust, drawing on documented evidence including, but not limited to, training, learning and development activities undertaken in the period following the previous assessment.

NOTE *Attention is drawn to the need for reasonable adjustments in line with relevant equality legislation [5] so that validation of competence and its revalidation are accessible to the widest possible range of people, taking into account the needs of those with mobility, cognitive or sensory impairment.*

In determining the approach to validation, the nature and extent of building safety risks are expected to be taken into account so that the higher or more complex the risks, the deeper and broader the assessment. When determining the frequency of revalidation, changes in legislation, new technology or improved diagnosis of building deficiencies and safety risks, the rate of change in required skills, knowledge and regulatory duties, as well as the practicalities of maintaining the appropriate competence, are relevant factors. It is incumbent upon all persons to re-examine their competence in light of such changes and to seek revalidation.

Unless the risks are unusually high, revalidation of a person's competence is typically undertaken at intervals not exceeding three years, with a commitment to continuing professional development in the intervening period reviewed on an annual basis and supported by appropriate evidence of accomplishment.

Failure to fulfil the requirements of revalidation would mean that the person is no longer considered competent to manage safety in residential buildings. A person who is no longer deemed competent, but who wishes to resume managing safety in a residential building, is expected to be subject to assessment in the same manner as would apply to new applicants when validating their competence.

B.3 Continuing professional development

COMMENTARY ON B.3

Most professional bodies, learned societies and trade bodies, and other membership organizations, require their members to undertake minimum relevant CPD over a defined period as evidence of their commitment to maintaining competence to perform their role and to meet the expectations of society. The seriousness with which CPD is undertaken varies enormously. CPD can range from informal reading activities to periods of assessed study and formal qualifications. It can sometimes be difficult to determine if the requisite training, learning or development has been accomplished and the extent to which it has enabled competence to be gained at the appropriate level. Unfortunately, credit can sometimes be given for simply the time spent in a CPD activity (i.e. input). This does not say anything about what has been learned (i.e. output). Evidence of accomplishment is necessary.

When validating or revalidating a person's competence and the commitment to CPD in the intervening period, it is expected that account will be taken of the relevance, degree of formality, extent, depth and quality of the learning or development accomplished and whether or not it has been assessed. It is expected that this person provides verifiable evidence of appropriate training, learning or development so that the assessor can determine the weight given to different CPD activities for the purpose of evaluating their contribution to maintaining the required competence.

NOTE 1 *When organized properly, CPD can fill important gaps in a person's knowledge and help to develop enhanced skills.*

NOTE 2 *Attention is drawn to the importance of the assessor's process for reviewing CPD.*

B.4 Education and prior learning

It is expected that assessment of persons managing safety in residential buildings will take into account the suitability of the person's education, qualifications and training in a cognate discipline, subject or field, with evidence of appropriate post-qualification experience in a capacity that has included the management of building safety. Persons who possess corporate membership of a professional body in a cognate discipline and who satisfy the experience criterion can be deemed to have met the minimum requirements and can proceed to assessment and validation of their competence.

NOTE 1 *Organizations for assessment and validation (i.e. certification) can include, but are not limited to, professional bodies, learned societies, trade bodies and other organizations holding appropriate accreditation.*

A person who is unable to fulfil the minimum requirements in respect of education, qualification and experience is expected to provide evidence of prior learning and experience and demonstrate a practical aptitude for managing safety in residential buildings in a manner determined by third-party accredited bodies for the assessment and validation of competence.

NOTE 2 *Assessment, including formal acknowledgement of prior learning and achievement, can be achieved through either accreditation of prior certificated learning or accreditation of prior experiential learning, where learning accomplished outside education or formal training systems is assessed and recognized for academic purposes.*

A post-graduate certificate or diploma in a building or safety-related discipline awarded by an academic institution, professional body or other organization holding third-party accreditation can be expected to substitute for the lack of a formal qualification. Holders of such an award are, nonetheless, expected to satisfy the experience and behavioural criteria and provide evidence of CPD accomplished to date.

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For undated references, the latest edition of the referenced document (including any amendments) applies.

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