



**Crown Estate
Scotland**
Oighreachd a'Chruin Alba

Health and Safety Policy Framework

Health and Safety Policy

HSP01



Health and Safety Policy Framework

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Sign-off

Name	Position	Signature	Date
Oster Milambo	Director of Property		15/12/2023
Alastair Milloy	Director Finance and Business Services		15/12/2023
EDP	Health and Safety Consultant		08/12/2023

Our health and safety policy commitment

Crown Estate Scotland is a body corporate constituted by The Crown Estate Scotland Order 2017 and having its principal place of business at Quartermile Two, 2nd Floor, 2 Lister Square, Edinburgh, EH3 9GL, acting in exercise of the powers conferred on it by the Scotland Act 1998 (as amended) and the Scottish Crown Estate Act 2019 on behalf of His Majesty the King.

We manage, develop and care for a variety of assets across Scotland including four rural estates, mineral and salmon fishing rights, about half of the coastal foreshore and almost all the seabed out to 12 nautical miles, and rights to some activities from 12 to 200 nautical miles.

Our purpose is investing in property, natural resources and people to deliver lasting value for Scotland. All our net surplus revenue profit goes to Scottish Government. Our corporate plan and annual business plans detail our shorter-term priorities and objectives, and our Framework Document sets out our functions, duties and powers.

We seek to not only comply with health and safety legislation but find opportunities to continually improve, and we recognise that excellent health and safety management is fundamental to the success of any organisation. As an organisation and employer, we will:

- Openly listen to suggestions to improve health and safety.
- Provide strong and active leadership in health and safety.
- Take reasonable care of our own health and safety and that of our colleagues.
- Ensure arrangements are in place to identify health and safety risks to our employees and to ensure risks are managed appropriately.
- Develop arrangements to prevent, so far as reasonably practicable, injury, ill health and damage as a result of our undertaking.
- Provide clear guidance, instruction, information, training and supervision to ensure employees have the right health and safety skills, knowledge and experience to do their work safely.
- Engage and consult with employees to ensure their involvement with health and safety culture and conditions.
- Ensure appropriate and sufficient resources are secured and allocated to deliver and maintain health and safety across the estate and wider workplace.
- Ensure appropriate and sufficient processes and procedures are implemented to deliver and maintain health and safety across the estate and wider workplace.
- Assess and plan for potential emergency scenarios.
- Maintain safe and healthy working conditions, provide and maintain safe plant equipment and machinery and ensure safe use and storage of substances.
- Ensure clarity of health and safety responsibilities with tenants, contractors, managing agents (Annex 3) and other service providers.
- Seek opportunities to promote high standards of health and safety management amongst our stakeholders and to be an exemplar of good practice.

Our Health and Safety Framework sets out how we will achieve this. We will review this policy and framework annually to update with changes in legislation and new ideas from within our organisation and our supply chain. All employees are expected to understand and apply the requirements of this policy and Crown Estate Scotland will support and enable staff to embed a positive health and safety culture.

Signed:

A handwritten signature in black ink, appearing to read 'Ronan O'Hara'.

Ronan O'Hara

Chief Executive

Dated: November 2023

Health and safety framework

This document outlines how Health and Safety is managed within Crown Estate Scotland. The framework is based on the following essential principles:

- Visible and active Health and Safety leadership from the CEO, Directors, Senior Managers and the Board with effective communication to staff on health and safety matters and integration of good health and safety management in decision making; and fostering a strong Health and Safety culture.
- Workforce involvement by engaging and consulting the workforce in the promotion and achievement of safe and healthy working conditions and providing high quality training.
- Assessment and review: identifying and managing risks; accessing competent advice; and monitoring, reporting and reviewing performance.

Crown Estate Scotland recognises the three main reasons why health and safety compliance is vital:

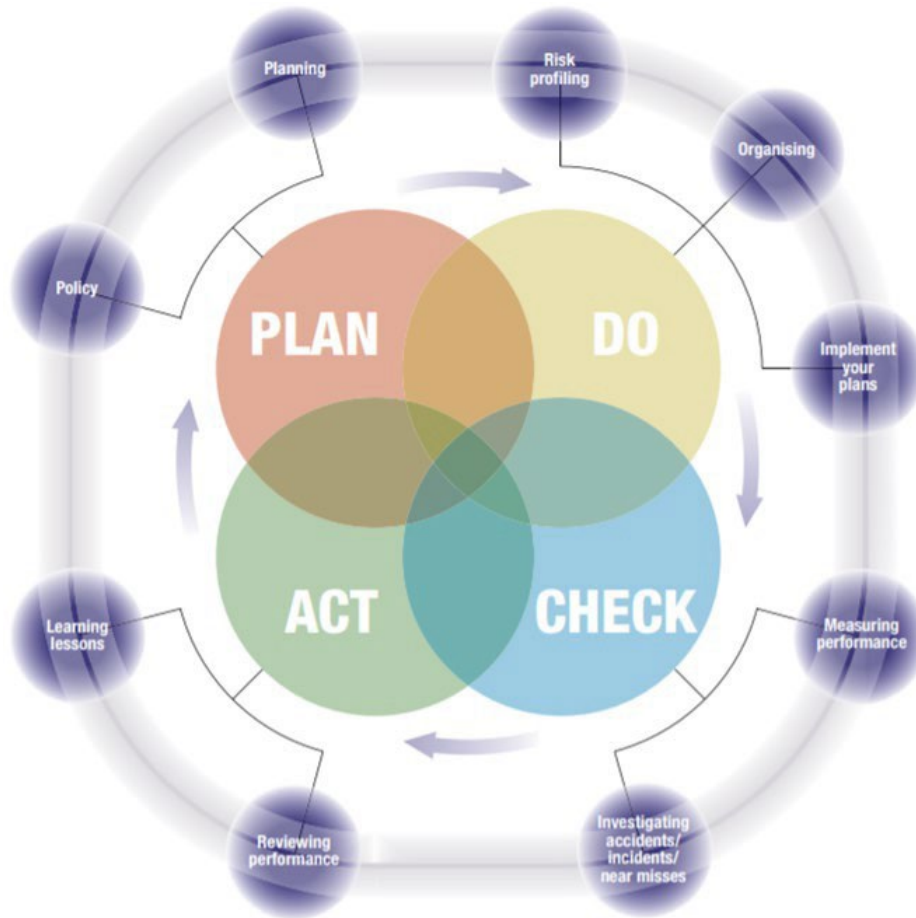
- Moral: There is no justifiable reason why the Health & Safety of CES employees or members of the public should be compromised because of the activities of CES. CES takes its moral obligations seriously.
- Legal: CES works to fully comply with the legislation and best practice. The Health & Safety at Work etc. Act 1974 places broad duties on employers to ensure, so far as reasonably practicable, the health, safety and welfare of their employees and the health and safety of people who are not employed but who are affected by its undertaking. CES is aware that failure to comply with the Act and the regulations made under it could be subject to criminal prosecution.
- Financial: The cost of failure to comply with Health & Safety regulations can be significant, in terms of staff impact, lost output and potential fines. Complying with Health & Safety legislation is therefore good business and CES considers the price of compliance as an investment rather than a cost.

We will comply with the Health and Safety at Work etc. Act 1974 and all other relevant statutory provisions across all aspects of CES business. This involves providing a safe and healthy working environment by:

- Developing arrangements to prevent injury, ill-health and damage as a consequence of our undertakings.
- Providing and maintaining plant machinery and systems of work that are safe and without risk to health.
- Ensuring assessments of risks to people are undertaken and control measures implemented to manage these risks.
- Providing information, instruction, training and supervision as necessary to ensure the health and safety of our employees.
- Allocating sufficient resources to enable health and safety policies to be effectively implemented.
- Consulting and maintaining good relations with employees, trade union representatives, and relevant public bodies.

- Making the management of health and safety an integral part of our culture, daily activities and actions.

Our four-point approach to health and safety management is based on the Health & Safety Executive and Institute of Directors guidance 'Leading Health and Safety at Work – INDG417(rev1)',



We use the plan, do, check, act questions in the Health and Safety Executive leadership checklist¹ to evaluate our performance (Annex 1).

Health and safety governance

CES is defined as a Public Corporation, with oversight by a board of non-executives and a chairman appointed by Scottish Ministers.

The Crown Estate Scotland Board is expected to assure itself on the effectiveness of the internal control and health and safety risk management systems. The Board is supported in this role by Crown Estate Scotland Audit and Risk Committee, and a board member with a specific focus on health and safety management. To provide this assurance, the Crown Estate Scotland Board requires that the Accountable Officer ensure that a system of health and

¹ <http://www.hse.gov.uk/leadership/checklist.htm>

safety risk management is embedded in the organisation. This requirement is laid out in the organisation's Framework Document².

The Crown Estate Scotland Board reviews and approves risk management policy after seeking advice from the Audit and Risk Committee. The policy is formally reviewed and approved on at least an annual basis.

A quarterly report is provided to the Audit and Risk Committee with an analysis of accidents and incidents, and evidence in relation to learning, mitigation and development of health and safety culture and practice. An annual report is prepared for the CES Board, as well as quarterly summary reporting of accidents.

CES has a Health and Safety Central Committee with representatives from all business areas (terms of reference are at Annex 2). It is a formal basis for workforce input into health and safety management and provides a forum for understanding how to strengthen health and safety culture and communications. The Committee reviews learning from incidents and accidents and inputs into H&S policies.

Health and safety management

The **Accountable Officer** delegates specific health and safety management responsibilities to **CES Directors**.

In accordance with the Scottish Public Finance Manual, Crown Estate Scotland operates an Assurance Framework³ to provide the basis for the annual Certificate of Assurance from the Accountable Officer. This assurance framework incorporates risk management, including for health and safety management, requiring CES Directors to provide evidenced assurance of appropriate risk management in each of the four functions in accordance with this risk management policy. The operation of the Assurance Framework is within scope for CES's internal and external auditors.

CES Directors will define the Health and Safety responsibilities of **line managers** and ensure that this is done in a way that meets the requirements of CES health and safety policies and is defined in individual forward job plans.

The **Director of Property** has specific responsibilities for Health and Safety of Property team operatives on the rural estate and for Health and Safety oversight through contracts and tenancy agreements across the rural and coastal estate. CES carries out some direct land management activity on the rural estates. The principal activities are forest management; estate maintenance – particularly on water supplies and farm buildings and infrastructure; and Glenlivet estate visitor services. The Head of Asset Management (Property) is the line manager responsible for the health and safety of the CES team undertaking these tasks. These activities are managed in accordance with relevant legislation. Policies and procedures are in place to identify and manage the risk to staff for the activities they undertake.

² <https://www.crownestatescotland.com/sites/default/files/2023-07/framework-document-for-crown-estate-scotland-2020.pdf>

³ <http://www.gov.scot/Topics/Government/Finance/spfm/assurancecerts>

Forest management activities including felling, ground preparation, planting and general maintenance are the responsibility of the **Forest Manager**. Woodland management is audited annually against the UK Woodland Assurance Standard which includes elements of forestry health and safety.

The rural **managing agents** have a role in instructing some of the estate maintenance tasks undertaken by the maintenance team. Health and safety aspects of the job specification are managed through their contractor management system.

Management and maintenance of the estate visitor infrastructure including bridges, trails, recreational sites, adventure playground and associated infrastructure are a responsibility of the **Head Ranger**. These public H&S responsibilities are recorded and monitored via the CES resumption/compliance schedule which is audited annually.

The CES **Business Support Manager** is responsible for office health and safety at the Edinburgh Office (in liaison with the landlord), and the **Countryside Business Assistant** for the offices at Glenlivet. The Maintenance team Supervisor is responsible for the depot at Fochabers. These nominated staff are responsible for:

- Fire risk assessment, fire alarm checks and maintenance, designation of fire wardens, management of fire exits and fire extinguishers.
- First aid provisions.
- Water hygiene management (legionella).
- General safety of workspaces including avoidance of trip hazards.
- Signage, display of health and safety law poster and display of health and safety committee material.
- Local implementation of emergency procedures and identification of responsible persons.

Risk management processes

CES maintains a Strategic Risk Register which identifies and records response to risks that are significant at an organisational level, including in relation to Health and Safety. The objective is to mitigate or terminate risks to achieve a residual risk rating in accordance with risk appetite. For Health and Safety, the following control strategy is summarised:

- Health and safety expertise and capacity sourced.
- Risk management policies and risk assessment processes in place.
- Active programme of health and safety culture development, induction, and training.
- Health and safety integrated into governance and reporting.
- Health and safety appropriately reflected in contract and tenancy arrangements.
- Implement member-of-the-public safety management for in-hand land, particularly where CES provides recreation facilities.¹
- Reporting, inspection, and monitoring systems for directly managed activities and activities overseen by managing agents.

¹ Further details are available in HSP07, HSP08 and HSP15.

- Site specific health and safety information in place for staff working at all operating bases.

In addition to the Strategic Risk Register, a Health and Safety Risk Register (which is reported on annually to the Audit and Risk Committee) is used to identify and manage specific health and safety risks. CES has prepared a series of Health and Safety Policy Guidance Notes as a key tool for risk management. The current suite is:

Number	Title	Owner
HSP01	Health and Safety Policy Framework	Chief Executive
HSP02	Management of Common Risks	Director Finance and Business Services
HSP04	Commercial Property	Rural Asset Manager
HSP05	Electrical Safety and Gas Safety	Rural Asset Manager
HSP06	Asbestos Management	Rural Asset Manager
HSP07	Managed Properties in the Rural Portfolio	Rural Asset Manager
HSP08	Managed Properties in the Coastal Portfolio	Coastal Asset Manager
HSP09	Plant Equipment and Heavy Operations	Fochabers Maintenance Team Supervisor
HSP11	Occupational Health and Wellbeing	Head of People
HSP13	In-Hand Forestry Operations	Forestry Manager
HSP14	Tree safety	Forestry Manager
HSP15	Management of Glenlivet Estate Visitor Infrastructure	Head Ranger
HSP16	Managed Properties in the Mineral Portfolio	Rural Asset Manager
HSP17	COSHH	Head of Asset Management (Property)
HSP18	Marine Assets Under Management – to be drafted	Aquaculture Operations Manager & Marine Senior Asset Manager

Health and Safety Policies will be reviewed annually or sooner if necessary.

CES maintains a Business Continuity and Emergency Response Plan that lays out procedures for managing emergency situations, including a health and safety incident.

Health and safety culture

The CES People Strategy aims ‘to engage and develop individuals, inspiring each other to ensure Crown Estate Scotland remains a great place to work and that we deliver for Scotland’. It is underpinned by the Fair Work Principles⁴: work which offers effective voice, opportunity, security, fulfilment and respect. They balance the rights and responsibilities of employers and

⁴ <https://www.fairworkconvention.scot/the-fair-work-framework/>

individuals to benefit individuals, organisations and society. Health and safety are placed at the core of Crown Estate Scotland's culture and values.

Both the organisation's Chief Executive and Director of Property have completed The Institution of Occupational Safety and Health (IOSH) Health and Safety Leadership course.

CES utilises the services of the health and safety consultancy for expert advice, guidance on the development of health and safety policies, and ongoing monitoring of health and safety management. Our consultants provide an alert service to ensure changes in legislation are communicated to relevant personnel and incorporated into policies and procedures.

In relation to forestry, CES is a member of FISA (the Forest Industry Safety Accord).

Health and safety training and induction

Health and safety are key elements in induction procedures for new staff. CES has an e-learning platform to support this, which includes responsibilities and legal requirements; hazards and risks; safety signs and notices; and workplace safety and procedures.

More specific training is provided for staff involved in specialist tasks. This principally relates to field staff based at Fochabers and Glenlivet.

Board reporting and monitoring

A quarterly report is provided to the Audit and Risk Committee with an analysis of accidents and incidents, and evidence in relation to learning, mitigation and development of health and safety culture and practice. An annual report is prepared for the CES Board, as well as quarterly summary reporting of accidents.

Accident reporting and monitoring

Accident books are maintained through an online system on the CES Intranet and emailed to the Countryside Business Assistant and Director of Property for recording. Staff are encouraged to report any accident, near miss, occupational disease, dangerous occurrence, fire, or unsafe act or condition in relation to the CES workforce or properties. Reports are reviewed to establish whether further investigation and or revision of existing working practices needs to be adopted. Shared learning from occurrences is facilitated.

All accidents involving first aid treatment and incidents with the potential to result in injury will be referred to the health and safety consultant and Countryside Business Assistant who acts as health and safety coordinator.

All accidents that result in a member of staff having to visit hospital for treatment will be reported to the Director of Finance and Business Support within two days.

If an incident could be defined as a 'Dangerous Occurrence' according to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), the Director of Finance and Business Support is responsible for reporting it to HSE's Incident Contact Centre (within 10 days of the incident). If a member of the public or contractor has to visit hospital for treatment, it is also RIDDOR-reportable, and it is the Director of Property who is responsible for reporting to HSE.

For the avoidance of doubt, the following injuries are reportable under RIDDOR when they

result from a work-related accident:

- The death of any person (Regulation 6)
- Specified Injuries to workers (Regulation 4). These are:
 - fractures, other than to fingers, thumbs and toes
 - amputations
 - any injury likely to lead to permanent loss of sight or reduction in sight
 - any crush injury to the head or torso causing damage to the brain or internal organs
 - serious burns (including scalding) which:
 - covers more than 10% of the body
 - causes significant damage to the eyes, respiratory system or other vital organs
 - any scalding requiring hospital treatment
 - any loss of consciousness caused by head injury or asphyxia
 - any other injury arising from working in an enclosed space which:
 - leads to hypothermia or heat-induced illness
 - requires resuscitation or admittance to hospital for more than 24 hours
- Injuries to workers which result in their incapacitation for more than 7 days (Regulation 4).
- Injuries to non-workers which result in them being taken directly to hospital for treatment.

Resumption and recording systems are well developed for CES field teams, and these systems have been extended across the organisation. This approach is based on an Excel spreadsheet for recording compliance evidence and feeding a resumption system. Our Cascade HR system will be used for individual training records as well as ill-health absence recording.

Health and safety of members of the public

Over much of the Scottish Crown Estate, tenants have primary responsibility for the health and safety of members of the public on land and property occupied and used by them for the purposes defined in their lease. CES holds primary landowner responsibility for members of the public health and safety in our directly managed forests and other in-hand land. At Glenlivet we invite members of the public onto a network of walking and cycling trails which are subject to active management and a regime of regular safety checks, with an emphasis on managing the interaction between public access and forestry and other estate activities.

Health and safety of tenants, contractors and third parties

Most activity on the Scottish Crown Estate is undertaken by tenants and agreement holders. CES also uses contractors, agents and other service providers. These contractual arrangements can be characterised as follows:

- Direct procurement contracts. This includes a range of services, most significantly for land agency, legal advice, financial advice and HR services. CES also from time to time procures practical services in relation to building and estate management. Management of direct

contracts involves implementation of appropriate on-site procedures as well as ensuring health and safety is properly covered in contract documentation. Where appropriate these arrangements are managed under the CDM regulations.

- Indirect procurement contracts. Agreement management for the rural and coastal portfolio is undertaken by managing agents. This can involve managing agents procuring and managing construction and building repair activities on the Scottish Crown Estate. In these cases, managing agents use contract management systems that establish and meet the requirements of CDM regulations. Procedures are in place to monitor managing agent compliance through regular reporting, incident management procedures and property compliance, in accordance with the terms of managing agent appointments (Annex 3). These processes are subject to annual audit. Following a retendering exercise, our managing agents from 1 April 2021 are:
 - Strutt and Parker (BNP Paribas) – management of rural property (including Montrose) apart from forestry and recreation facilities and CES workplaces.
 - Bidwells – management of coastal assets and agreements.
 - Wardell Armstrong – management of active and in-hand quarries and mineral works.
 - London and Scottish Property Investment Ltd. – management of Urban Property (George St. Edinburgh).
 - Savills - management of Salmon Fishing rights (outside the Rural Estate). (Separate arrangements are in place under the local management pilots programme for management of the Salmon Fisheries in the Forth District Salmon Fisheries Board area. The Project Agreement separately defines H&S responsibilities).
- Leases and licence agreements. CES has some 5000 leases and licence agreements ranging from fish farms and marine activities through farms, river fishing, mineral extraction to houses and business premises. Agreements, including historic agreements have been reviewed to ensure clarity on health and safety responsibilities.
- ‘Standing sales’. Timber is sold by standing sale, whereby the buyer secures a temporary right of occupation to a felling site in order to harvest an agreed area of timber.
- Partnerships and SPVs. Occasionally CES might enter into a legal agreement with third parties in relation to an investment or project. Currently the only example is the MeyGen tidal energy project.

Annex 1: HSE health and safety checklist

Plan

- How do you demonstrate the board's commitment to health and safety? See [Prepare a health and safety policy](#)

Do

- What have you done to ensure your organisation, at all levels including the board, receives competent health and safety advice? See [Appoint a competent person](#)
- How are you ensuring all staff – including the board – are sufficiently trained and competent in their health and safety responsibilities? See [Health and safe training: A brief guide.](#)
- How confident are you that your workforce, particularly safety representatives, are consulted properly on health and safety matters, and that their concerns are reaching the appropriate level including, as necessary, the board? See [Consulting and involving your workers](#)
- What systems are in place to ensure your organisation's risks are assessed, and that sensible control measures are established and maintained? See [Managing risk and risk assessment at work](#)

Check

- How well do you know what is happening on the ground, and what audits or assessments are undertaken to inform you about what your organisation and contractors actually do?
- What information does the board receive regularly about health and safety, e.g. performance data and reports on injuries and work-related ill health? See [Auditing and reporting](#)
- Do you compare your performance with others in your sector or beyond?
- Where changes in working arrangements have significant implications for health and safety, how are these brought to the attention of the board?

Act

- What do you do to ensure appropriate board-level review of health and safety? See [Managing for health and safety](#)

Annex 2: Crown Estate Scotland Health and Safety Central Committee terms of reference

The Crown Estate Scotland Health and Safety Central Committee includes representatives from across Crown Estate Scotland including business/asset managers from all areas of CES business, a Trade Union nominee/representative, HR representation, H&S business coordinators/administrators the Fochabers and Glenlivet maintenance workforce and the H&S advisor.

The role of the Crown Estate Scotland Health and Safety Central Committee is:

- To assist with the management, monitoring and compliance with H&S policies and activities across all aspects of CES business.
- To promote a strong Health and Safety culture by involving staff at all levels in the management and monitoring of health and safety and welfare in the workplace.
- To review (on a quarterly basis) the delivery of the Plan, Do, Check and Act approach across Crown Estate Scotland business activities according to the HSE checklist.
- To identify issues or matters of concern and bring these to the attention of the Health and Safety Advisor and the Chief Executive.
- To raise staff awareness regarding hazards in the workplace and the controls in place to manage them.
- To promote understanding and awareness of Crown Estate Scotland health and safety policies across the organisation.
- To gather information that can be used for reporting purposes.
- To contribute to communications regarding health and safety matters to staff.

To review all H&S incidents and make recommendations regarding improvements to the Chief Executive.

It is a requirement of membership of the Health and Safety Committee to attend all meetings unless this is not possible on the grounds of annual leave, sickness (or other approved) absence or as a result of unanticipated business reasons. If members are unable to attend, they should (if possible) nominate another member of their business area to attend in their place. Members of the Committee who fail to attend more than two consecutive meetings (or fail to appoint a nominee) will be deemed to have failed in relation to their responsibilities and this will be referred to the relevant Director for follow-up action.

Annex 3: Health and Safety responsibilities included in Managing Agent's Contracts

The following text was included in the Invitation to tender (ITT) for the new managing agent's contracts.

Health and Safety Management

Crown Estate Scotland's Health and Safety Policy Framework ([HSP01](#)) outlines how Health and Safety issues are managed within Crown Estate Scotland and sets out the key responsibilities under the Managing Agents contracts. In addition, a suite of Health and Safety Policies set out responsibilities and requirements for Health and Safety management for the Rural, Coastal and Minerals and Mines Royal assets. Managing agents are expected to conform with these policies, which are updated annually.

Any lot specific Health and Safety requirements are set out below.

Rural Estates

The Managing Agent will be responsible for:

- Managing and ensuring Crown Estate Scotland meets, as property manager with primary landowner responsibility, all its Health and Safety obligations in relation to the Rural portfolio according to statutory/regulatory requirements and as set out in the Crown Estate Scotland Health and Safety Management Policy framework [HSP01](#) and Health and Safety Policy HSP07 (Managed Properties in the Rural Portfolio) which sets out the duties and responsibilities as well as the direction and principles for the management of health and safety risks in the rural portfolio. This requirement includes asbestos safety, electrical and gas safety, inspections and monitoring of void and redundant buildings, management of tree safety outside commercial forest areas, management and inspection of bridges/culverts and management of in-hand land.
- Monthly H and S reporting/ compliance reporting/monitoring against all statutory /regulatory requirements and policies.
- CDM management as required.
- Identification of hazards, risk management/mitigation including preparation and review of risk assessments for managed property as required.
- Management and supervision of all contractors and suppliers.

Coastal

The Managing Agent will be responsible for:

- Managing and ensuring Crown Estate Scotland meets, as property manager with primary landowner responsibility, all its Health and Safety obligations in relation to the Coastal portfolio as set out in the Crown Estate Scotland Health and Safety Management Policy framework [HSP01](#) and Health and Safety Policy HSP08 (Managed Properties in the Coastal Portfolio) which sets out the duties and responsibilities as well as the direction and principles for the management of health and safety risks in the coastal portfolio, including in relation to managing agents and contractors.
- Monthly H and S reporting/ compliance reporting/monitoring.

- CDM management as required.
- Identification of hazards, risk management/mitigation including preparation and review of risk assessments for managed property as required.
- Management and supervision of all contractors and suppliers.

Salmon Fishings

The Managing Agent will be responsible for:

- Managing and ensuring Crown Estate Scotland meets, as property owners, all its Health and Safety obligations in relation to the Salmon Fishings portfolio as set out in the Crown Estate Scotland Health and Safety Management Policy framework [HSP01](#) and related policies.
- Health and Safety reporting/ compliance reporting/monitoring.

Minerals and Mines Royal

The Managing Agent will be responsible for:

- Managing and ensuring Crown Estate Scotland meets, as property owners, all its Health and Safety obligations in relation to the Minerals Portfolio as set out in the Crown Estate Scotland Health and Safety Management Policy framework [HSP01](#) and Health and Safety Policy HSP16 (Managed Properties in the Minerals Portfolio) which sets out the duties and responsibilities as well as the direction and principles for the management of health and safety risks in the Minerals portfolio, including in relation to managing agents, third party operators and contractors.
- Health and Safety reporting/ compliance reporting/monitoring.
- CDM management as required.
- Identification of hazards, risk management/mitigation.
- Management and supervision of all contractors and suppliers.
- Health and safety – direct management of any voids and ensure tenant implementation of lease requirements.
- Environmental Performance management, reporting and monitoring.

Urban

The Managing Agent will be responsible for:

- Managing and ensuring Crown Estate Scotland meets, as property owners, all its Health and Safety obligations in relation to the Urban portfolio as set out in the Crown Estate Scotland Health and Safety Management Policy framework ([HSP01](#)) and related policies.
- Health and Safety management– equipment (e.g. lifts), common parts public, listed building, etc.
- Health and safety reporting/ compliance reporting/monitoring.
- CDM management as required.
- Identification of hazards, risk management/mitigation.
- Management and supervision of all contractors and suppliers.

