

Managing Competence in Organisations – Guidance

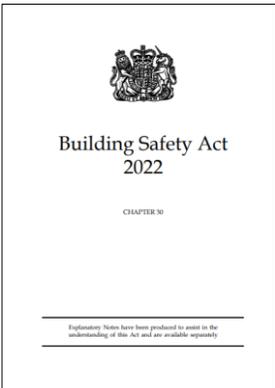
INDUSTRY TASK AND FINISH GROUP

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1

Context



STATUTORY INSTRUMENTS

2023 No. 911

BUILDING AND BUILDINGS, ENGLAND

The Building Regulations etc. (Amendment) (England) Regulations 2023

Made 18 August 2023
Laid before Parliament 23 August 2023
Coming into force 22 October 2023

PART 1

Introduction

Chapter, commencement, extent and interpretation

1—(1) These Regulations may be cited as the Building Regulations etc. (Amendment) (England) Regulations 2023.

(2) These Regulations extend to England and Wales.

(3) These Regulations extend to England and Wales.



Investigation
The police investigation, known as Operation Northleigh, continues to investigate offenses.

Suspects
58 individuals and 19 companies are currently under investigation.

Timeline for Charges
charging decisions expected by the end of 2026.

2

Competence & The Intelligent Customer Principle

Competence is a combination of:

- Skills
- Knowledge
- Experience
- Behaviours

The 'Intelligent Customer' principle mainly relates to a capability required of organisations when using contractors or consultants to ensure the correct level of competence.



3

Drivers for Competence

Management of Health and Safety at Work Regulations 1999

Employers must appoint competent persons to assist in meeting health and safety duties – requiring suitable training, experience, knowledge, and ability.

Regulatory Reform (Fire Safety) Order 2005

The Responsible Person must ensure fire safety is managed by competent persons (Article 18).

Building Safety Act 2022 (Section 156)

Amends the Fire Safety Order to ensure that only competent individuals undertake or review fire risk assessments.

Building Regulations (Amendment) (England) 2023

Introduces dutyholder and competence requirements for clients, designers, and contractors under Part 2A of the Regulations.

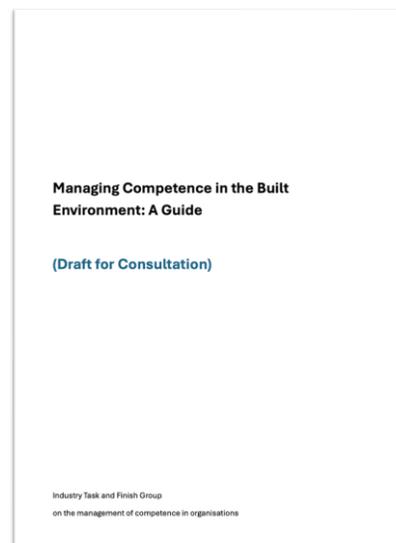
Grenfell Inquiry Phase 2 Recommendations

- Mandatory accreditation for fire risk assessors.
- All professionals in design, construction, refurbishment, and management must meet minimum competence standards supported by ongoing training and certification.

4

Structure of the Guidance Document

- **Foreword & Introduction** – Sets context, legal drivers, and purpose.
- **Scope** – Applies to all organisations across the built environment – proportionate approach.
- **Section 1** – How to implement the 15 Industry Competence Committee (ICC) Principles.
- **Section 2** – How to create a competence management process (PDCA model).
- **Appendices** – Case studies, templates, legal references, definitions.
- **Key Message**
The guidance links legal requirements and guidance, including the principles with practical, scalable application.



5

5

Industry Competence Committee (ICC) 15 Principles

1	Purpose and Scope	8	Monitor Competence
2	Establish Competence Criteria	9	Deal with Failure
3	Decide Processes and Methods	10	Manage Assessors and Managers
4	Select and Recruit Staff	11	Manage Sub-contractor Competence
5	Determine Workforce Competence	12	Manage Information
6	Develop Competence	13	Manage Change
7	Assign Responsibilities	14	Audit
		15	Review

6

6

How to Implement the ICC Competence Principles

- Practical application of each of the 15 ICC Principles.
- Step-by-step structure: *Purpose* → *Practical Actions* → *Diagnostic Questions*
- Aligns to individual competency specifications
- Emphasises leadership, culture, and proportionality



7

7

Principles

2. Establish competence criteria

3. Decide processes and methods



Several competence standards have been created for the built environment. These standards, where relevant to the role, should be the starting point for identifying the required competencies.



- BSI 8670 - Core criteria for building safety competence frameworks
- PAS 8671 - Principal Designers
- PAS 8672 - Principal Contractors
- PAS 8673 - Management of Safety in Residential Buildings
- New Guidance - As Published

8

8

Third Party Certification

Third-Party Certification (TPC) means that an independent expert, (the third party), has assessed a business and found that it has met certain standards.

These standards usually relate to technical aspects of the business activities but may also relate to other aspects of the business such as ethical and environmental qualities, concerning the work a company is doing.

Schemes are available to provide assurance for a variety of services e.g.,

- Fire Stopping
- Fire Doors
- Fire Risk Assessments
- Asbestos
- Legionella



9

Contractors - Safety Schemes in Procurement (SSIP)

 A screenshot of the SSIP website's 'Registered Members' page. The page header includes the SSIP logo and navigation links: SSIP Home, What is SSIP?, Training, SSIP Forum, SSIP Logo, FAQ's, SSIP News, and Contact us. The main heading is 'Registered Members'. Below this, a paragraph explains that SSIP Registered Membership is open to any third-party Health & Safety assessment schemes, including those run by major contractors or Trade Associations. It notes that registered member schemes benefit from two-way mutual recognition with other registered member schemes, provided the other registered member approval was carried out in accordance with SSIP Rules and Bylaws. The page displays a grid of logos for various H&S Assessment Schemes, including:

- OSHA Safety
- OSHA Safety
- OSHA Safety
- SAFECERT
- CHAS
- MSI SP safepartner
- association of project safety
- SafeContractor approved
- Prosure 360
- Eurosafe UK
- smas WORKSAFE
- Avetta
- Acclaim Accreditation
- COMS Safety Scheme
- greenlight Safety Assessment Scheme
- altius
- DW
- Achilles
- ACDC
- PQS Pre Qualification Scheme

<https://SSIP.org.uk/members/>

10

Competence management in practice – Example

Context

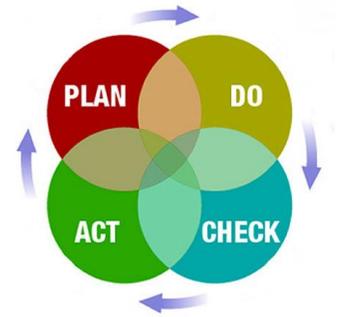
- Small regional contractor (25 staff)
- Mixed-use refurbishment (shop + 2 flats)
- Structural works, fire protection, electrics

What they did (PDCA)

- **Plan:** identified high-risk trades; set simple SKEB competence criteria
- **Do:** checked qualifications, experience, accreditations; targeted inductions
- **Check:** weekly inspections, photos of critical work, building control (BSR) feedback
- **Act:** introduced high-risk works checklist + preferred competent subcontractors

Result

- No incidents
- First-time sign-off
- Fewer defects & re-work
- Competence process now standard practice



11

11

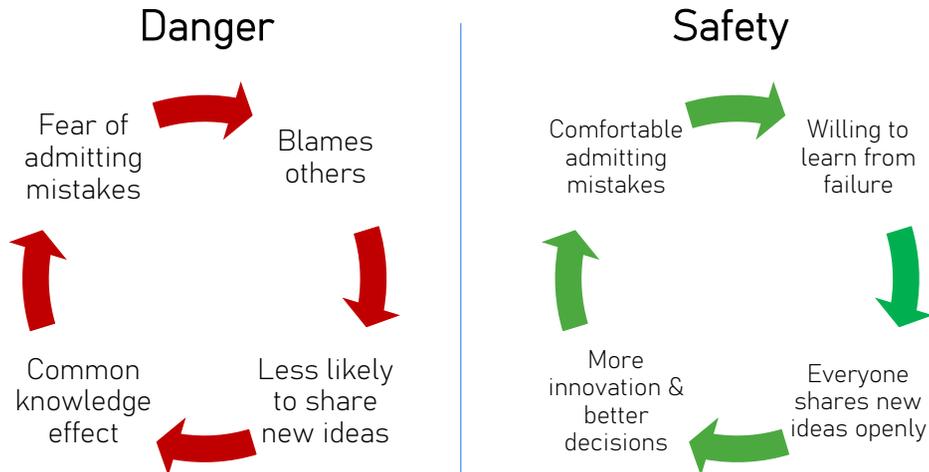
Applying a Competence Framework

Step	Action	Purpose / Outcome
1. Identify	Review the competence framework(s) relevant to your discipline or role.	Understand the extent potential scope of required knowledge, skills, experience and behaviours.
2. Select	Determine which competencies are relevant to the specific role or task.	Focus only on those necessary for safe and effective delivery of the identified function.
3. Contextualise	Consider the setting, building type, and level of responsibility involved.	Ensure competence expectations reflect the environment in which work is carried out.
4. Assess	Evaluate individuals against the selected competencies.	Confirm that required competence exists or identify development needs.
5. Develop	Provide learning, supervision or mentoring to address gaps.	Support continuous improvement and professional growth.
6. Review	Reassess competence as roles, projects or risks change.	Maintain ongoing assurance that competence remains current.

12

12

Psychological Safety and Competence



13

Post-consultation work



14



Thank You and Questions