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Examples of higher than satisfactory performance

This document lists specific initiatives and activities, witnessed by the Scheme's Monitors while visiting sites that, at the time and when considered alongside the other working practices of the site, were considered beyond compliance.

The contents will be amended from time to time as part of a continuous improvement process and as new examples are identified.

Considerate

Communication

Sites should proactively inform those affected by the work.

- Those affected are notified in advance of what is happening, and contact details are provided.
- Out of hours meetings are arranged for residents, schools, businesses and all interested or affected.
- A reply slip invites neighbours to identify any special requirements they may have during the duration of the project.
- The site neighbours are regularly invited to the site and given a guided tour of the site with an overview of the progress. Refreshments are also provided.
- Meetings are held with neighbours before major deliveries and site activities: e.g. before the erection of steel work, not only to explain the impact of the delivery, but also to explain the visual change that would occur.
- Ongoing customer satisfaction surveys carried out, aimed at achieving 100% neighbourhood satisfaction.
- Provision was made for mobility, hearing and sight impaired visitors, including induction loops, notices in Braille and tactile surfaces.

Parking

Site parking should cause minimal impact on an area.

To overcome a lack of on-site parking, alternative arrangements are made. For example:

- The use of a local rugby club car park in exchange for carrying out repairs.
- A car park was rented for the duration of the project, from where operatives were brought to site by minibus.
- An operatives' car share scheme was promoted and monitored.
- Additional 'Residents' Parking' signs are provided for local homeowners.
- A designated disabled parking space is provided.
- The banksman was given a mobile phone and the number was printed on cards to be displayed in the window of each vehicle belonging to site operatives and staff. He had a list of who owned each car/van and, if calls were received from the public, arranged for the vehicle to be moved.

Diversions

Diversions should be avoided. However, where necessary, should be clear and simple to follow.

- To avoid an excessive diversion for pedestrians, a small gantry was built over the works.
- Local residents that were affected by a road diversion were provided with a lift to the local bus stop.
- The site leased a strip of land to create a better, safer route for pedestrians.

Deliveries

Should be planned and timed to cause least impact.

- The most appropriate routes to the site were agreed with the Highways Agency. They were published and issued to all sub contractors, suppliers and visitors.
- Deliveries to site are restricted to specific times and those arriving outside these times are sent away.
- Delivery drivers are asked to contact the site when they were close, so that appropriate measures can be taken to allow wagon access to the site, thereby minimising traffic delays.
- The site provided larger storage facilities to reduce the number of deliveries.
- A remote holding depot is set up to allow large loads to be broken down for smaller vehicles that are called up to suit site and traffic requirements.

Perimeter

The perimeter of the site should be a positive advert for the industry.

- A partially blind neighbour of the site was escorted around the site boundary to allow her guide dog to become accustomed to the changes. This led to the site becoming involved with the Guide Dogs for the Blind charity.
- The site designed all accesses and boundaries in conjunction with the Disability Access Advisory Group
- During the summer, the site had erected fences, which were higher than required, so as not to overlook neighbours' gardens.
- The site banksman escorted local school children past the site entrance en route to and from school.
- Smoking on the boundary of the site is discouraged by the provision of a designated smoking area, equipped with litter bins.

Environment

Policies & Assessments

Environmental standards and targets should be documented and monitored.

- All site operatives had to pass an environmental test as part of their induction.
- A dedicated manager is assigned to champion environmental issues on site.
- A "Save Energy in our Office" document was produced for all site operatives and staff.

Waste

Sites should do all they can to reduce waste in addition to reusing and recycling.

- There was a system of regular communication and monitoring between the site and the skip transfer station to minimise the wastage of materials sent to landfill by the transfer station.
- The site reused much of the old timber from the site as shuttering, etc.
- There was regular communication between the contractor's sites to arrange the reuse of excess materials.
- At the request of the company environmental officer, and where possible, fixtures and fittings were delivered in reusable packaging or unpackaged. In one instance, the manufacturer used old blankets sourced from charity shops to protect bathroom fixtures. The blankets were then washed and returned to the charity shops.
- The site retained and crushed some of the demolition waste to form a hard standing for the site entrances, car park and offices.
- The site donated old furniture, interior fittings and equipment to the local schools, colleges, charities, etc.
- Information about the site's environmental performance is displayed on the hoarding, e.g. 80% of waste is recycled.

Ecology

Everything possible should be done to protect and enhance the local ecology.

- Where there was concern over the access of the site disturbing tree roots, a new site entry point was made, requiring extensive changes to the compound layout.
- A3 laminated information sheets were produced and displayed around the site giving information about what to look out for regarding local wildlife.
- Trees are protected by robust fencing.
- A fenced exclusion zone has been formed to prevent pollution entering the adjoining canal.
- The site organised a sponsored tree planting at a local community centre.

Hazardous Materials

These should be managed responsibly to avoid any pollution.

- A sealed area was set up within the site compound for all refuelling. All spillage and cleaning equipment was also contained within this area.
- Two operatives were selected from the team to be specially trained in cleaning up any spillages. These operatives were clearly identifiable.

Energy reduction

Everything possible should be done to reduce the use of non-sustainable energy.

- The site's external lighting used energy saving bulbs.
- Collection, storage and use of rain water on site meant a huge reduction in mains water usage.
- The site offices and facilities were fitted with movement sensors and timers to operate the lights and thermostats.
- The site provided tool box talks to the operatives about their own responsibilities to be more energy efficient.
- A cycle loan scheme was introduced to encourage operatives to cycle to work.
- Drivers attend courses designed to raise awareness of fuel reduction driving techniques.
- The site has published documentation in support of its claim to be "carbon neutral".
- Renewable energy sources, wind turbines and solar panels, were piloted on the site accommodation buildings.
- On completion of the work, a document was produced and distributed to site neighbours, entitled "Residents' Energy Saving & Environmental Information Pack".
- The site had a policy of actively employing local people via a local agency and by advertisements on the hoarding.
- The site sources local labour and materials.

Pollution

Any pollution should be minimised.

- Lighting was not only directional and non light polluting, but was also controlled by light sensors.
- The site used directional 'white noise' reversing warning systems on all vehicles.
- The site researched and implemented a 'silent' piling technique to reduce noise.

Cleanliness

Perimeter

The perimeter of the site should be a positive advert for the industry.

- Twice a day, an operative walked the perimeter of the site collecting all the litter, regardless of whether it was litter from site.
- As a gesture of goodwill, the Site Manager arranged for the operatives to sweep the local Community Club car park every week.
- The Site Manager inspected the site boundary first thing every morning and had all graffiti, dirt or damage rectified immediately.
- All vehicles leaving the site first had to pass a cleanliness check with the banksman, who had a hand held washer.
- The site was proactive in cleaning the windows and window cills of houses where dust had been a problem.
- The hoarding was re-painted regularly to look clean and new.
- A 'neighbourhood clean up day' targeted the nearby public park.

Facilities

Should be kept clean and tidy at all times.

- Boot cleaners were provided at the entrance to all welfare facilities and site offices.
- A cleaning schedule is displayed in the facilities to indicate that cleaning has been carried out.
- Welfare facilities are cleaned for the start of the working day and again before break time.

Site

Should be kept clean and tidy at all times.

- A training and enforcement scheme was implemented to achieve a litter free site.
- During the summer, all spoil heaps were sprayed with a fine mist to reduce dust.
- One of the operatives was trained and given the role of 'dust monitor'. The role was to keep dust to a minimum.
- All 'roadways' within the site were given hard surfaces before work started.

Vehicles

Should present a positive image of the industry

- All the site vehicles were regularly cleaned, inside and out, to promote a positive the image of the company.

Good Neighbour

Site Presentation

Sites should act as a positive advert for the industry.

- The site invited a local artist to paint the hoarding to resemble the look of the finished building.
- The site provided excellent viewing facilities for people of all heights, with a brief description of what could be seen. One of the site operatives checked these every day to make sure the view and description were appropriate.

Communication

Sites should proactively inform those affected by the work.

- The site kept in regular contact with local walking clubs as, at some stages, the works would block pathways they used.
- A public relations plan was prepared as a basis for engagement with those around.
- The site has produced key fobs, giving a 24 hour contact number, that were distributed to all those affected by the site, in case of any concerns.
- The Site Manager would meet with the manager of the adjacent office to discuss the daily activities and ensure there were no problems.
- The site had its own specific website that was updated weekly, including a web cam overlooking the works.
- This site was in an area where there was much construction activity. The Site Manager arranged and held regular meetings with Site Managers from the other sites, as well as representatives from local residents' committees and businesses.
- There was a well used 'comments box' for the neighbours of the site. Any action resulting from these was then posted next to the box.
- On completion of the work, the contractor sent a questionnaire to all the affected neighbours, asking for any comments and feedback.
- The site produced and continually updated a file containing progress photos, drawings, etc, to use as a presentational tool.
- Contact was made with neighbours and community groups, and presentations were given to them to raise awareness of National Construction Week and National Safety Week.
- A topping out ceremony was arranged and local dignitaries invited.
- An online video diary was maintained to help inform neighbours about the site activities.

Goodwill

Sites should be a positive influence on the area in which they operate.

- A full-time Tenant Liaison Officer was employed by the site. A respite facility was also provided, with refreshments and television.
- On hearing of an accident involving a cyclist on a nearby street, the site's First Aiders rushed to the scene, keeping the man stable until the emergency services arrived.

Charitable gestures:

- The site was in a very rural location and, on one occasion, a local farmer's sheep escaped. The site repaired the fence as a goodwill gesture to the community.

- Outside of the contract requirements, the site filled potholes on an adjacent road.
- Outside of contract, the site repaired and removed graffiti from a nearby bus shelter.
- Where the site had to chop down trees, they cut them into logs and gave them to local residents.
- The site made improvements to landscaping in the vicinity, to benefit the community.
- The site provided and installed a lockable gate on an alley that was regularly used by fly tippers.
- The contractor sponsored a pair of benches for the local park.
- Leftover bricks were donated to the local martial arts school.
- There was a list of unwanted materials displayed on the hoarding for the local community to use if they wished.
- On request, the site neighbours were permitted to use the site skips.
- Practical and financial support was given to local community organisations and charities.
- The site provided labour and materials to assist a local playgroup.
- Site personnel were invited to the local primary school Christmas lunch, where they provided entertainment for the children.
- A 'fun day' was organised, giving demonstrations of the different trades to local residents and children, and including a BBQ and 'site tours'.
- An agreement was made with the local youth club that the site would help them redevelop the club's play area, if the children got involved in the design and build.
- Old timber was shredded on site and the mulch donated to local residents and the local park.
- Before the demolition of the existing building, the contractor approached the local Fire Brigade and offered the building for training. Specialist search and rescue teams also took up the offer.
- The company had a training commitment to an organisation set up to give employment to disadvantaged young people.

Complaint handling

Any complaints are recorded, investigated and resolved.

- A complaints log is maintained, displayed in the office and reviewed with the client on a monthly basis.

Avoiding Nuisance

Sites should interact positively with their neighbours.

- The site used silent security alarms to remove the disturbance of false alarms.
- One of the site operatives was given the role of noise watchman.
- The nearest neighbour of the site worked nights, so, when the site was carrying out particularly noisy activities, he was put up in a nearby hotel.
- As the site was adjacent to a school, all noisy works were carried out during the school's lunch break.
- As the site was within earshot of stables, all noisy activity was stopped every day while the horses were exercised.
- To reduce the complaints from noisy works the site offered day trips to the residents. These proved to be a great success.
- A separate compound was created within the site for all cutting and grinding, well away from the neighbours and the public.
- Off-site construction methods and/or off-site cutting of materials were used to reduce noise, time on site and waste.

Respectful

Operatives

Operatives should appear and act professionally at all times.

- There was a 'no bare chest' policy on the site that was strictly enforced.
- All the hard hats on site were colour coordinated, with clear charts showing the colour designations.
- The site operated a yellow and red card system for operatives who breached the site rules; yellow was a warning, and red a dismissal.
- The site operated an 'operative of the month' award to recognise good conduct and personal presentation.
- All the operatives were given instructions at induction about how to deal with neighbours and passers-by, especially the disabled and elderly.
- Induction is site specific and shows photographs/video of the site - e.g. waste segregation/management zone, storage areas, welfare facilities, etc.
- The contractor subscribes to NIS National Interpretation Service, which provides a service covering 28 languages.
- Free internet access was provided in the canteen.

Facilities

Should be good quality and well maintained.

- The site had a clean, lockable, female toilet.
- The site facilities included a designated disabled toilet with a separate access.
- Secure cycle storage was provided for the use of operatives.
- A prayer room was provided for those that required it.
- Site facilities included a recreational room and a quiet room was also available.
- During the hot weather, cooled drinking water dispensers were located around the site for the operatives.
- Site operatives were provided with company branded kit bags to encourage them to use the showers provided.
- An area away from the public was provided for the operatives to take their breaks.
- A designated mobile phone area/room was provided.
- There were two usable showers as well as a good, heated, changing area that operatives were encouraged to use.

Safe

General Public and Neighbours

Sites should not endanger those they affect.

- The site provided open safety training sessions for the neighbours.
- There was directional lighting on all parts of the hoarding, where there was contact with passers-by.
- Where the site had made a temporary crossing, not only was it ramped, but tactile paving was used.
- Camera phones are not permitted on site, in particular on school sites.
- There was a large 'Think Safe' board at the entrance to the site, showing simple graphics to remind operatives and site visitors of some of the dangers of site.
- A 'don't walk by' safety scheme is in place to encourage the reporting of dangerous/unsafe practices or near misses – with an incentive scheme as well.
- A company database has been established to record all incidents and injuries and to measure safety performance. A trend analysis was carried out to ascertain the most frequently recurring types and causes of injury. Toolbox talks are designed to address the causes.
- The HSE was invited to site to review site practice.
- A safety league table was operated to find the safest contractor/ operative.
- Site notice boards (there may be a number on a large site) are updated daily to show current hazards; safety information and safety statistics including days without injury or incident.
- Regular safety forums are held involving site operatives and supervisors.
- There were one way traffic routes through the site, with speed limits.
- Access to scaffold was via a manned barrier using a temporary staircase, thereby removing the need for ladders.
- The floor of the escape route was spray painted to clearly identify the route and to act as a reminder not to block it.
- Pedestrian access to site was via manned security gate.
- The site had a separate gate for deliveries, which was kept locked when not in use.
- A banksman in orange hi viz and hard hat manages delivery and visitor traffic.
- There was a protected pedestrian route from the entrance to the site office and welfare facilities.
- There are designated pedestrian routes through the site, with crossing points on the site road.

Operative

Sites should not endanger those that work on them.

- All trip hazards were removed from the emergency exits, to the extent of ramping all steps.
- Operatives were selected at random and asked a series of site safety related questions; if they passed, they were rewarded.
- There was a board at the entrance to the site showing anyone entering (including site operatives and drivers) the activities taking place that day.
- Site operatives were encouraged to point out anything they felt could be a safety issue and were praised for doing so.
- Safety reports and the minutes of safety meetings are displayed in the office and canteen.
- An in-house safety team was formed with the power to stop work on site at any time.
- The site ran a 'serious accident' reconstruction involving the local fire and ambulance services.
- The site had speed cameras set up outside the site.
- The site operated a bonus scheme, with spot checks on operatives to make sure they were wearing the appropriate PPE.
- The site had set up an intercom system so that the Site Manager could speak to everyone on site, if necessary.
- Operatives were given a sticker to be stuck on their hard hat, once they had passed their induction. The same system was used for lorry drivers, with stickers being displayed on their windscreens.

- A scheme was launched to promote new ideas for safe working which were then published for the benefit of other sites.
- The site had a comprehensive emergency procedures plan, which covered all eventualities, with site evacuation drills regularly practised.
- Random drug and alcohol tests were carried out on site.
- An operative, trained in PAT, tested all operatives' and sub contractors' electrical tools whilst they carried out their induction.

Visitor

Sites should not endanger those that visit them.

- The site had a bell on the hoarding for visitors to ring to attract the attention of the Site Manager. They were then escorted to the site office, where they had to sign in.
- Access to the site office was completely separated from the access to the working site, with excellent signage and protection from vehicles.
- A stock of clean PPE was held at the site entrance for visitors.

Responsible

Occupational Health & First Aid

Site Managers should positively influence those they employ.

- As the site was spread over a relatively large area, all operatives were issued with a handout, giving details of local A&E facilities, and maps showing routes to them.
- Trained First Aiders carried a small, portable First Aid kit that was attached to their hi viz jackets.
- A blood donor campaign was promoted with operatives actively encouraged to take part.
- An occupational health nurse was in attendance, with regular clinics and on-site screening available.
- There are defibrillators and trained operatives on site.
- Water dispensers were provided throughout the site.
- Healthy meals were provided in the canteen as well as free fruit. The site also arranged for a reduced membership fee for operatives at the local gym.
- Team building and social events were arranged by the site's management, including operatives' wives and the site's neighbours.

Security

Sites should be secure at all times.

- Site operatives, including all sub contractors, were provided with plastic photo ID cards. These were only provided after they had completed induction. A separate entrance was then created for operatives who had ID cards; those without the cards used an entrance that led to a cabin, where they could firstly be inducted.
- Where operatives were working in occupied residential properties, safes were provided for the valuables of concerned tenants.

Offsite traffic management

Vehicle movements resulting from any site's activities should cause minimal impact on an area.

- The Site Manager liaised with the Highways Authority regarding the delivery of abnormal loads.
- An off-site holding area was designated where lorries could park up in busy periods, before entering site.
- An operative was assigned the task of coordinating all vehicle movements to and from the site. This included liaising with other local sites.

Educational visits

Sites should present themselves as a learning facility for the local community.

- The site made visits to a local school and set up initiatives to encourage the children to get involved in the construction process. This included the site having 'updates' in the school's magazine as the work progressed.
- The site hosted three events during National Construction Week.
- Girls from the local college were invited to the site to meet with a female painter and a female surveyor to discuss with them their experiences as a woman working in construction.
- The site arranged several visits to the local school, involving Ivor Goodsite, who was asked to judge a painting competition. The winning pictures were then displayed on the site's hoardings, generating good local media interest for the contractor.
- The Site Manager has been in contact with local schools and colleges to provide assistance and materials for school projects; to help organise competitions and fund raising projects; to give safety

talks to all schools in the surrounding area; to offer work experience to college students and to provide additional school buses to minimise the effect of road closures and long diversions.

- Staff are trained as 'Young Ambassadors in Construction'. This is a CITB course, which promotes confidence in young construction professionals to visit schools to talk about careers in construction.

Training

Companies and sites should look to constantly develop those who work for them.

- The contractor maintained a photographic record of examples of good and bad practice. These were shown to and discussed with operatives.
- Recruitment opportunities were discussed with the Probation Service and guidance was sought on suitable work, conditions and approach.
- The Site Manager put himself forward as a mentor for students of the local construction college. Throughout the project there were regular visits from the students to see the construction process first hand.
- The site held a comprehensive record containing details of operatives' training and other certification, as well as their photographs, and information about any relevant medical conditions.
- Careers advice sessions were held for site personnel.
- English language tuition was offered to non-English speaking operatives.
- As part of the site's ongoing training programme, the Site Manager provided one to one reading and writing lessons for one of the operatives.
- The Site Manager held a weekly meeting with all operatives to discuss ideas the operatives had put into the suggestions box.
- The site actively participated in training by having two day-release students working on site.
- This contractor had a 'Site Managers' forum' which met on a different site every month to discuss common issues and to pass on good practice.
- Careers advice sessions were provided for site staff.
- Interactive training sessions on safety awareness were held. (In some circumstances these were multi-lingual.)
- Site staff were trained to manage a 'bomb discovery' incident.

Equal Opportunities

Sites should proactively encourage equal opportunity employment.

- Two disabled operatives were employed on site; one as a painter and one as a cleaner.
- Measures were put in place to allow the employment of disabled people and talks were held with local Disability Employment Advisers during the site set up.
- A special needs survey is carried out before operatives start work on site.

Accountable

To the Considerate Constructors Scheme

Sites should actively promote registration to the Scheme and its aims.

- On this very small site, the Site Manager, in her own time, made a small flip chart to induct the operatives. The induction mentioned the CCS and its requirements.
- An on-site CCS champion was appointed to set targets and monitor performance against the Scheme's Code of Considerate Practice.
- Awareness of the CCS was promoted through briefings by Directors and Managers to subcontractors on the expectations of the Code of Considerate Practice.
- The Scheme's posters were displayed on covered frames in places where the public could stop and read the information.
- Two-weekly inspections were carried out by an independent Health and Safety specialist with a large section based on the CCS 'Site Manager's Terms of Reference'.
- Tool box talks about the need to be considerate were given, not only to the operatives, but also to the sub contractors and delivery drivers.
- The site had a file containing what it had done in relation the Scheme's Code of Considerate Practice and what it intended to do. This file also included detailed explanations of what new initiatives would be put in place as a result of previous site reports.
- A weekly updated display board in the canteen showed selected bullet points taken from the Considerate Constructors Scheme's 'Site Manager's Term of Reference'.
- The company's website includes a link to www.ccscheme.org
- As part of the induction, operatives had to read the Scheme's Code of Considerate Practice.
- The Site Manager distributed Scheme leaflets to all sub contractor companies that were not fully aware of the Scheme.
- An extensive 'site log' was kept of anything that happened that may relate to the Scheme, from activities with local schools to comments from neighbours.

To the General Public

Sites should positively promote themselves and the industry.

- At the site entrance, there was a covered board, giving the names and photos of key site personnel, as well as an overview of site progress, highlighting future activities.
- The Site Agent encouraged all operatives and delivery drivers to point out visual changes that could be made to the outside of the site to improve its image.
- All the contractor and site information was clearly displayed and lit on the hoarding, including details of a manned 24 hr hotline and the company's website. The company's website had more details about each of its sites, with excellent photographs showing the progress of those sites.

To Operatives

Sites should support operatives in surpassing the requirements of registration.

- The operatives were provided with numbered high viz jackets so they were easily identifiable. These numbers were also shown on each operative's ID card and were logged at the site office.
- Operatives were provided with "Lone Working Protection Units", a GPS based personal alarm system contained within an ID badge holder.
- The Site Manager printed out the key requirements of the Scheme, laminated them and then displayed them at key points around the site. Issues relating to dealing with the public and the neighbour were displayed at the site exit.
- All operatives were issued with the CCS 'Operatives' Handout' as part of their induction.
- Site operatives were rewarded for coming up with suggestions to help the site perform beyond the requirements of the Scheme.
- The project team signs up to a 'Team Charter', which is regularly reviewed. The project team comprises the client, consultants, contractor and main subcontractors.