

Considerate Constructors Scheme

Monitor's Site Report



Project name	National Horizons Centre				
Contractor name	Wates Construction Ltd				
Onsite contact(s)	Nick White / David Armstrong				
Site ID number	109231	Visit no.	1	Visit date	07/06/2018

Site description, context and location

This is a design and build contract to construct a new research building for Teesside University. The research is of a biochemical nature and the majority of this three-storey building is devoted to individual research laboratories. The structure comprises a steel frame with some very sophisticated cladding; a very high specification is called for, particularly for internal areas. The project is located in Darlington where Teesside University have a substantial campus. Immediately adjacent to the site are Darlington College, a substantial new housing development (which is unlikely to be disturbed by site activities), a Sports Hall, a nursery school (attached to Darlington College) and land belonging to Network Rail. The project includes a substantial storm water attenuation tank (underground), a substantial car park and a solar PV array on the roof of the building. Access to the site is presently via a convoluted residential road system.

Checklist section	Category score		Score descriptor
1. Care about Appearance	9	/10	1 Gross Failure
2. Respect the Community	10	/10	2 Failure
3. Protect the Environment	9	/10	3 Major non compliance
4. Secure everyone's Safety	9	/10	4 Minor non compliance
5. Value their Workforce	9	/10	5 Compliance
Total score	46	/50	6 Good
			7 Very Good
			8 Excellent
			9 Exceptional
			10 Innovative

For more information on score descriptors, see 'Site Scoring Explained' or visit www.ccscheme.org.uk

Innovative activities

2. Community

National Horizons Centre (NHC) is supporting Darlington Council's Women in Engineering and STEM event for secondary aged females using the Women in Construction - Giant Tetrahedron Challenge. The site team have delivered a workshop to 80 No Year 8 girls from across Darlington. Carrying out 4 workshops with 20 girls in each group lasting 45 minutes each.

The Challenge:

The girls are building a giant tetrahedron from sticks and elastic bands. The girls will have the instructions and support if and when required from NHC site team. The girls need to plan the quantity of straws and materials needed to complete the task, working within a set budget, and then collect the right materials, to then allow them to follow the construction instructions, and build the tetrahedron within the time period. Each team of 20 will then have a completed tetrahedron; the final task is to connect all the 4 groups' tetrahedrons together to form a giant one.

The girls will need to submit the costs for the construction of their tetrahedron and "cost damages/penalties" will increase for late purchase of sticks and rubber bands.

The exercise gives a great insight into budgets, planning, programming, physical works, quality control, and team work. With the aim to show there are many different career paths and the great team relationships that exist in the construction industry.

While an innovative activity is required to achieve a score of 10 in any section, such activities will be recorded regardless of score. When recorded on a visit where a score of 10 has not been achieved, the activity may count towards achieving a 10 score on subsequent visits. An innovative activity will only count once towards a 10 score unless it is further developed and improved. See 'Site Scoring Explained' for further details.

Executive summary

What a terrific site this is. Construction and the CCS are both alive and well with sites like this!

From an appearance point of view the site is magnificent and from the moment a visitor arrives at the site he/she is escorted courteously into offices/operational areas which would do credit to any major city office block. The cleanliness, the dress code and the overall appearance of the site and operatives is brilliant.

From a community point of view the site is performing to an exceptional standard. Closely working with Darlington Council, Darlington College and the client, many students will have an experience in construction like they have never seen before. The innovative work with the girls is amazing!

Environmentally, the deliberate desire to utilise a community-based recycling company is highly commendable, and I really look forward to discussing this with the site team at the second visit.

From a safety point of view there is little that this monitor can suggest to improve matters; we will be speaking about amplifying good and bad safety observation reporting at the next meeting.

Workforce? Well, the operatives will get facilities elsewhere but none better than those provided here. In addition the degree to which the site team have adapted their roles, particularly with regard to workforce welfare is completely in tune with the best practice that this monitor has seen.

There are few words can be offered that can properly describe the attitudes witnessed this morning, other than magnificent!

I would like to thank Nick and Dave for their courtesy and their time and look forward to meeting them again in October.

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Monitor's Site Report - Detailed summary of findings



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1. Care about Appearance	9	/10
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The first impressions of this site are amazing! The building to be constructed is at "closing in" stage, and is surrounded by superb high quality, fencing. Areas to the rear have Heras fencing attached to stout timber columns presenting a first-class image, an area to the side has standard Network Rail palisade and all visible areas towards the front of the site have full height timber hoarding in the contractor's corporate livery. The hoarding is bedecked with the contractor's corporate culture thereon, together with comprehensive CCS signage and promotion. The site offices and the welfare accommodations are situated opposite the building currently under construction; they are configured over two storeys and would do it justice to any equivalent city centre office. They are over two floors, are comprehensive, carpeted, clean and tidy. Daily professional cleaning is undertaken. Excellent, courteous gate controls exist. Two main entrance gates are supplemented with a pedestrian access with biometric turnstiles; a separate disabled access is located immediately adjacent to the pedestrian access. Suitable signage directs visitors and deliveries to the correct areas and a strict dress code is enforced; the contractor's standard high viz vests are managed such that all S/C represent the main contractor. During discussions, the site manager explained that the attitude that the contractor wished to convey was that the workforce was valued - terrific! The roads outside were clean and will be maintained in that way with regular brushing if required. A smoking zone is established out of sight but on-site. A separate smoking area is available for e-cigarettes. Each of the smoking areas contain posters to encourage "giving up." An interesting feature of the "giving up" campaign is a poster indicating the actual cost of smoking in "cash terms" a fact that many smokers do not really comprehend.

2. Respect the Community	10	/10
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The neighbours to the side are all residential homes. Other neighbours generally are other University/College/businesses in the Central Park business area. Face-to-face meetings with all of the stakeholders prior to contract start-up were conducted and newsletters were distributed to residential neighbours. All of them contained contact details for the site team and 24/7 contact details in case of emergencies. Newsletters are sent out monthly to everyone and when certain major events may occur i.e. heavy craneage on site etc. In addition all stakeholder concerns were addressed. The CCS site registration is well promoted; the Aims and Objectives of the Considerate Constructors Scheme are emphasized at induction and posters and banners are all highly visible. The contractor and client meet regularly to discuss progress and other relevant matters. Noise and vibration are measured and managed sensibly on site. A compliments / complaints procedure is in place; ten compliments are recorded (three written); zero complaints are registered. Deliveries are controlled carefully; they are scheduled to avoid school pick-up and drop-off times and to avoid 'premium times' for student arrivals? Cell phone use is managed well. With 86% of the workforce residing within 40 miles of the site, the local community will probably benefit significantly from the sites presence. The office park area is popular with dog walkers; the site team have established a "dog station" on a footpath adjacent to the site where the dogs themselves can drink and the dog walkers (and children using the nearby nursery school) can watch work being undertaken. Some excellent work has been undertaken with schools and colleges and several work placement students have enjoyed time on the site. "Women in Construction" is an initiative that is strongly supported, and teenage girls (prior to having made a career choice) are encouraged into construction utilising simple projects (see innovation details attached). To date, four teaching institutions have been visited with approximately 200 No students having been addressed on the advantages of joining the industry. The legacy that the site team wish to leave on completion is to have highlighted all areas of best practice extracted from the CCS Hub and try to improve thereon.

3. Protect the Environment	9	/10
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The contractor's environmental policy is displayed. An Environmental Impact Assessment was carried out prior to any work on site – no fauna are at risk from site activities; several trees have TPOs on them; they are well protected. A substantial amount of residual demolition material was found on site; some of it was contaminated. The site team introduced a secondary ecological survey to determine whether any invasive species were present. This was not the case and all of this material is being incorporated into the finished product and the re-design of the car park was carried out in order to raise it appropriately. This resulted in significant savings both for the client and for the environment. Waste is segregated on site (several large skips are available) and some 98% of material taken from site is diverted from landfill. **The waste disposal contractor is "Recycling Lives" - this is a community-based waste disposal contractor established to plough the profits from its operations back into the community and local charities.** The contractor has deliberately accepted a higher price for this waste disposal in order to assist homeless charities. I look forward to discussing this further at the second visit. The site establishment is formed with new open plan, comprehensive eco-cabins; they are double glazed with concomitant insulation; lights are on PIR's, heaters are on timers, door closers can be found on all external doors and compression taps in toilets. Rainwater is collected from the stormwater attenuation tank for washing down, etc. All reasonable efforts are being made to protect the existing ecology; power on site is mains power; there is only one refuelling station allowed on-site; spill kits and trained users are available at this point. KPIs in respect of waste, water usage, diesel usage and electricity usage are available. The site has established that the main affecter of their carbon footprint is deliveries and diesel usage; these are being controlled and managed effectively. Noise, air pollution and particularly vibration is measured and controlled. Positive contributions to the natural environment will be achieved utilising electricity generated by the PV arrays on the roof and by having a much more environmentally efficient building, both thermally and acoustically.

4. Secure everyone's Safety	9	/10
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The site has a CPH+SP in place - audited monthly by off-site eyes. In addition, subcontractors, health and safety audits are also conducted monthly. Maps are available of how to get to A+E; they are displayed in public areas and are in a grab and go format. The nearest hospital is Darlington Memorial hospital. Some 2 km distant. A daily hazard board is available - it is located externally and clear for visitors to see prior to entering site. First aiders are on site and clearly visible. The medical conditions pertaining to the workforce are recorded at induction. Emergency evacuation procedures are conducted in accordance with standard company procedure and muster points are known. Clean PPE is available for visitors. Near misses are recorded and if required, "what have we learned" toolbox talks are held to find out! A brief discussion took place on near miss/safety observation; it can sometimes be difficult to encourage the reporting of near misses, perhaps because the definition is too subjective? Several things immediately spring to mind to encourage their reporting; **a) the Jason Anker DVD about his life in a wheelchair; is recommended viewing b) the "Take 5@11" initiative where work stops at 11:00 am for five minutes whilst the area around each operative is checked for safety and tidiness prior to recommencement work; either or both may be a solution, and can be discussed at the second visit?** In the meantime the "Safety Suggestion Cards" currently being used are an admirable way of improving safety. There is a drugs and alcohol policy on site; random testing is conducted. Some time ago letters were sent to each supplier IRO CLOCS and FORS - all regular suppliers now comply with the recommendations and the contractor operates to a CLOCS standard. A defibrillator is available on site.

5. Value their Workforce	9	/10
<p>The workforce is looked after in an admirable manner. The welfare facilities are “oversized” to allow additional space for rest and relaxation; the assistant site manager is a Mental Health first aider and is available at any time to discuss potential problems of both work and personal nature. The site team have placed a heavy emphasis on healthy living and at induction and “Induction Pack” (IP) is handed to each of the operatives. This pack contains safety observation cards, the Construction Industry Helpline, a leaflet on the dangers of prostate cancer and how to try to overcome it, advice on “wellness” together with other pertinent information. Several advice posters and safety alerts are all located in public spaces to assist operatives in making a sensible decision on how to live. The Company EOP is displayed on site and covered at induction; a separate meeting room is available; this doubles as a multi-faith prayer room/quiet room if required. There is a formal training policy in place, with assessments and matrix used to ensure all training needs are identified, provided and maintained. Training is also checked on site for regular sub-contractors via the RAMS. The site workforce comprises three apprentices presently and the supply chain are encouraged to employ apprentices according to the value of their work package. Several work placement students have already been to site; a few are into “second interview” stage - for direct employment by the contractor. All operatives receive a site specific induction and details are recorded of relevant skills and CSCS cards. Details are also maintained of relevant medical conditions, medications and emergency contact details; these are stored securely. Right to work checks are conducted using Home Office guidelines diligently. Showers (in the form of a proper bathroom) and lockers are provided in the comprehensive welfare accommodation. As stated earlier, the mental health first aider is available on site; Several Toolbox talks are being held which stressed the effects of mental health difficulties and an awareness of symptoms to be recognised and the awareness of the effects of drugs and alcohol. Occupational Health information and healthy lifestyle advice is prominently displayed in the cabins, particularly those relating to prostate cancer awareness and skin cancer awareness. Welfare facilities are just terrific! An open door policy is managed by this resourceful site team and the attitudes displayed - fantastic!</p>		

Overall score	46	/50
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*The contents of this report are a reflection of the meeting held between the Scheme’s Monitor and the site representative, and the activities and initiatives witnessed at the time of the visit. When appropriate **bold italic** statements will indicate where improvements can be made.*

Considerate Constructors Scheme

Site scoring explained



Any site, company or supplier that registers with the Scheme makes a commitment to meet the minimum requirements of the Scheme's Code of Considerate Practice. To establish compliance, and recognise performance beyond compliance, Scheme Monitors will visit offices, depots and individual projects or work areas, and will use the appropriate Checklist to confirm a score against each of the five Code headings – appearance, community, environment, safety and workforce.

Separate Checklists have been developed to recognise the differences between sites, companies and suppliers but each includes a number of questions within the five key sections of the Code.

The Checklists include the Scheme's minimum compliance requirements and these are highlighted either as separate bold questions or as bold prompts.

Each section of the Checklist is scored out of 10 points, with a score of 5 indicating compliance. All compliance requirements highlighted in bold on the Checklist must be satisfactorily addressed in order to achieve compliance in that section. However, Monitors are not only assessing compliance with the Scheme's Code and Checklist but also look to identify measures taken which are above and beyond these requirements, and addressing the non-bolded questions/prompts on the Checklist may result in a higher score.

How to apply the scores

Monitors will use their discretion when assessing whether questions or prompts are relevant. Where they are not, they will not be considered when assessing performance or awarding a score. Monitors will decide whether a question/prompt has been adequately addressed taking into account the size, type and location of the site, company or supplier.

The score awarded reflects the Monitor's opinion on how the site, company or supplier is performing based on observations at the time of the visit and their discussion with the company representative or site manager. Please note that credit will not be given for activities that are planned but have yet to be carried out.

Failure to adequately address all bold compliance questions/prompts in a section to the Monitor's satisfaction will result in a non-compliant score for that section, regardless of any other positive activities or initiatives undertaken relevant to that section. The non-compliant score is awarded depending on the nature and severity of the issues identified and taking into account the required course of action. Therefore, when awarding a non-compliant score, consideration will be given to the expected course of action though it is still the nature of the issue itself which will dictate the score.

Descriptor	Explanation of score descriptor	Score
Gross failure	The majority of bold items on the Checklist have not been satisfactorily addressed demonstrating a gross failure to achieve compliance with the Scheme's Code of Considerate Practice. The areas highlighted reflect gravely on the construction industry and should be dealt with immediately to address the negative impact on the image of construction.	1
Failure	Several bold items on the Checklist have not been satisfactorily addressed demonstrating a failure to achieve compliance with the Scheme's Code of Considerate Practice. The areas highlighted reflect seriously on the construction industry and should be dealt with immediately to address the negative impact on the image of construction	2
Major non-compliance	More than one bold item on the Checklist has not been satisfactorily addressed demonstrating major non-compliance with the Scheme's Code of Considerate Practice. The areas highlighted reflect poorly on the construction industry and should be dealt with immediately to address the negative impact on the image of construction.	3
Minor non-compliance	A bold item on the Checklist has not been satisfactorily addressed demonstrating minor non-compliance with the Scheme's Code of Considerate Practice. The area highlighted reflects unfavourably on the construction industry; however, it is deemed to be minor and should be quickly and easily addressed.	4
Compliance	All bold items on the Checklist have been satisfactorily addressed which demonstrates adherence to the minimum requirements of the Scheme's Code of Considerate Practice. When all bold compliance requirements in a section of the Checklist are addressed, but none of the applicable non-bolded areas have been addressed to the Monitor's satisfaction, that section will be deemed as compliant .	5
Good	All bold items on the Checklist have been satisfactorily addressed and additional measures to address some of the applicable non-bold areas of the Checklist are evident, demonstrating performance to a good standard beyond the minimum requirements of the Scheme's Code of Considerate Practice. When 'compliance' is demonstrated in a section and <u>some</u> of the applicable non-bolded areas have also been addressed to the Monitor's satisfaction, the level of performance against that section will be considered to be good .	6
Very Good	All bold items on the Checklist have been satisfactorily addressed and additional measures to address most of the applicable non-bold areas of the Checklist are evident, demonstrating performance to a very good standard well beyond the minimum requirements of the Scheme's Code of Considerate Practice. When 'compliance' is demonstrated in a section and <u>most</u> of the applicable non-bolded areas have also been addressed to the Monitor's satisfaction, the level of performance against that section will be considered to be very good .	7

Excellent	All bold items on the Checklist have been satisfactorily addressed and additional measures to address all of the applicable non-bold areas of the Checklist are evident, demonstrating performing to an excellent standard well beyond the minimum requirements of the Scheme's Code of Considerate Practice. When 'compliance' is demonstrated in a section and <u>all</u> of the applicable non-bolded areas have also been addressed to the Monitor's satisfaction, the level of performance against that section will be considered to be excellent .	8
Exceptional	At the forefront of industry best practice demonstrating the very highest level of achievement far above the minimum standards required by the Scheme's Code, addressing all applicable areas of the Checklist to the very highest standards. When 'compliance' is demonstrated in a section and <u>all</u> of the applicable non-bolded areas have also been addressed to the very highest of standards , the level of performance against that section will be considered to be exceptional . The differentiator between 8 points and 9 points is the standard to which the items are addressed.	9
Innovative	Beyond being exceptional, innovative practices or thinking that goes far beyond the expectations of the Scheme are evident and, as such, the standard by which the image of the industry is judged is being advanced. 10 points can only be awarded in a section where an 'exceptional' standard as defined above has been demonstrated and something truly innovative, as witnessed by the Monitor, has also been implemented or undertaken. This score will only be awarded where an initiative or activity has been seen which demonstrates original thinking in line with the Scheme's Code of Considerate Practice.	10

Non-compliance process

Where a site is found to be non-compliant in one or more sections, the following process will be followed:

A letter highlighting the area(s) of failure will be sent with a request to address the issue(s) detailed in the Monitor's report. In instances of **gross failure** or multiple instances of **failure**, the Scheme will request a meeting to be arranged at the company's office to discuss the issue(s) detailed in the Monitor's report.

A further subsequent visit may be required so that the Monitor can establish that compliance has been achieved. Where **major non-compliance** is found, it may be possible to confirm compliance by providing evidence remotely. Where **minor non-compliance** is identified, no reassessment or evidence is required and the site will be trusted to take the necessary steps to address the issues identified.

Failure to take action to address the issue(s) may result in removal from the Scheme.

Full details of the Scheme's non-compliance process are available at <https://www.ccscheme.org.uk/site-registration/non-compliance-procedure-site-reg/>