

Considerate Constructors Scheme Monitor's Site Report



Project name	Embassy Refurbishment				
Contractor name	Etec Contract Services Ltd				
Onsite contact(s)	Samuel Harris; Stephen Tuck				
Scheme ID number	113209	Visit no.	2	Visit date	20/08/2019

Project description, context, location and relevant constraints

This is the refurbishment of a Grade II listed end of terrace embassy building in South Kensington, West London. The site is in a sensitive area located on the corner of Thurloe Square (similar period townhouses with a central fenced garden) and Cromwell Road. The Victoria & Albert Museum is opposite with many passing tourists; Cromwell Rd is a traffic Red Route. The works include the alterations to the five-storey building, removal and replacement of the roof, fit out of the new double basement (constructed by previous contractor) and the full fit out of the building including finishes, fittings and M&E works. Listed building conditions require the removal and replacement of ornate plaster cornicing and other details. There are resident-only parking restrictions however the site has occasional bay suspensions to accommodate waste away and deliveries. The site is currently in full production following a period of delay due to unforeseen structural issues being discovered.

Code section	Visit 1	Visit 2		Scheme scoring explained
Care about appearance	7	8	/9	<ul style="list-style-type: none"> Each section of the Checklist will be scored out of 9 points with 1 additional point available for each approved innovation, up to a maximum of 5. A score of 5 in one of the sections of the Checklist reflects compliance with the Scheme's core requirements while scores of 4 or lower indicate different levels of non-compliance. Higher scores indicate performance beyond compliance with 6 reflecting a 'good' level of performance, 7 'very good', 8 'excellent' and 9 'exceptional'. Approved innovations will need to be further developed and improved to receive an additional point at a subsequent visit. For more information on the Monitor Checklist, scoring descriptors, the Scheme's definition of innovation and report writing standards, visit www.ccscheme.org.uk. For an online library of best practice examples, case studies, e-learning modules and other resources, visit www.ccsbestpractice.org.uk.
Respect the community	7	7	/9	
Protect the environment	7	7	/9	
Secure everyone's safety	8	8	/9	
Value their workforce	7	8	/9	
Additional points	0	0	/5	
Total score	36	38	/50	

Executive summary

This is generally a very good site, excellent in some sections, and it is clearly projecting a positive image of the industry. The perimeter hoarding and signage is well presented and a graffiti paint-out kit is on hand. The workforce has suitable workwear and branded PPE and the modern modular facilities blend in well with the background colours. Community engagement is also very good. Neighbours are treated with courtesy and respect and deliveries are managed considerately; good to see coordination with the adjacent site in this respect. The Scheme is promoted prominently to the passing public and to the client and architect. A community notice board has been added to the hoarding and contact with local schools has been planned. Environmental procedures are accredited to ISO 14001. There is very good re-use of materials and waste diverted from landfill is in the 90s% so it would be good to see this positive message promoted. Risks of airborne pollution are well controlled, as is energy and water usage. Safety management is documented and implemented very well. A combination of procedures, training, briefings and direction aim to ensure this is a safe site. The company is a diverse employer and promotes training and personal development. The welfare is suitable and well maintained, including canteen consumables and washroom skin care fluids. The site is currently at mid programme and the site team are committed to going beyond compliance against the CCS Code of Considerate Practice. Good to see that several of the points raised in the first visit report have been addressed. As always, reference to the Scheme Best Practice Hub is recommended. Thank you to Sam and Steve for the time given and the courtesy shown.

Detailed summary of findings

Care about appearance

First visit findings and score	7	/9
Initial impressions are positive, with a black painted hoarding faced with relevant safety and company signage; there is some recent graffiti which is due to be painted out; a paint kit will be retained on standby . There is a pedestrian gate to the compound and facilities and a vehicle gate for deliveries. Waste is currently being loaded into a new, painted lockable enclosed skip located in a suspended parking bay. The building is enclosed in a sheeted scaffold faced with large format project, client, architect and contractor signage. The street and pavements are clean and regularly swept by the site's labourer. Dust is controlled at source using water or vacuum attachments. The site has identified work zones and designated areas for waste and stores; clean-as-go housekeeping is covered in induction and occasional toolbox talks. The modern double-stacked modular facilities are located behind the hoarding and are in green livery to blend in with background trees; the site labourer is tasked with regular cleaning of facilities and compound, checklist could be considered . The company has standards for workforce presentation and provides branded PPE, removed if going offsite. A smoker's shelter is provided in the garden. The company logo and branding are apparent on the hoarding signage, notices and documentation; the company has a showcase website and promotes its achievements on Linked-In and Instagram. We discussed the First Impressions campaign, leaflet provided.		
Second visit updated findings and score	8	/9
The site continues to present a positive initial impression with a tidy hoarding and informative signage. Reference is again drawn to the CCS Construction's First Impressions campaign. The site remains vigilant on graffiti and has a paint kit on standby. An additional part time cleaner has now been employed to keep the facilities cleaned to a high standard and has a duties checklist. All the positive findings reported on the first visit remain in place.		

Respect the community

First visit findings and score	7	/9
This is a sensitive area with the museum opposite, passing tourists, residential neighbours and a fenced private garden in the square. The close neighbours were leafleted with project details and contact numbers although no updates have yet been issued . Site hours are 8-5, no Saturdays. Regular personal contact is maintained with the next-door resident to inform of any upcoming issues and resolve any issues. Company and 24/7 site contact numbers are displayed on the hoarding; complaints are recorded in site diary, reported to client and head office and responses logged; we discussed a neighbour feedback survey , templates on CCS website. Site rules on intrusion, unnecessary noise and operative conduct are covered in induction; a community notice board was suggested (news updates, environmental performance, contact numbers, photos). Site is in a residents parking zone so no parking is available for site personnel. Deliveries and waste away are managed using barriers from kerb to site entrance; all booked in advance with call-ahead required; CTMP in place with controlled hours (9:30-3:30). Local labour agencies shops and builder's suppliers used; a local painter will be hired later. Site is contacting local school with view to a visit . We discussed Ivor's hoarding competition. There are several Scheme banners on display as well as posters on hoarding and in welfare; logo on newsletter; registration is promoted to supply chain, was required by client and discussed in meetings. HO manager is Scheme champion and provides support to sites. Legacy is seen a support for local school .		
Second visit updated findings and score	7	/9
The site circulates its newsletters to the neighbours by email and includes advice on upcoming disruptive events or noisy works. Feedback survey forms have been included with newsletters but no responses have been received. The site has now fixed a community notice board on the hoarding which includes advice on disruptive works, an environmental innovation and an upcoming children's poster competition; would be good to see the latest newsletter and environmental performance (such as recycling percentages) displayed . The site is in contact with local schools to organise a hoarding poster painting competition (at a prep school) and a site safety visit at a secondary school ; the site keeps the client informed of community and school engagement. The site team are in regular contact with the immediate neighbours to resolve any issues; there are also weekly coordination meetings with an adjacent site to ensure deliveries do not overlap or traffic congestion occurs. All the positive findings reported on the first visit remain in place.		

Protect the environment

First visit findings and score	7	/9
The company has environmental & sustainability policies and has a site environmental checklist; the procedures are accredited to ISO14001. Target setting and monitoring could be considered . Consideration could also be given to promoting performance to the workforce and public . There is a SWMP and reuse of materials such as floorboards, joists, bricks and ornate plaster mouldings. Power and water are metered and monitored for abnormal usage; switch off notices and reminders at induction; grey water from canteen is filtered for wash down; carbon footprint reporting is based on supply chain delivery vehicle mileage; could consider setting targets for reduction . Facilities are modern modular units; site team use public transport. Pollution risks identified and mitigated in method statements; dust is controlled at source; noise monitoring phone app could be considered . Site is NRMM aware; no idling policy is enforced for vehicles. Trees are protected; spill response could be considered . Bird boxes made from salvaged materials have been fixed; could consider review of plastics and packaging .		
Second visit updated findings and score	7	/9
The site is reporting to head office against its environmental KPIs; head office produces consolidated company reports on environmental performance and sets targets for improvement. It would be good to see some environmental performance indicators promoted to the workforce and public (checklist 3.6) , such as recycling figures or graphics, on the site and community notice boards. Site now has a hand held noise monitor to measure and record levels during noisy works. A COSSH store has been established and spill kits are now provided. To eliminate the risk of contaminated water entering the public drainage system, site has adopted the "Siltbuster Solidify" product which converts contaminated water into baggable solid waste for disposal by waste carrier. The site team are also discussing ways of reducing the use of plastics and packaging with their supply chain. All workers and company staff are using tube trains or buses as there are good links in this area. All the positive findings reported on the first visit remain in place.		

Secure everyone's safety

First visit findings and score	8	/9
<p>The site has documented safe working procedures, checklists and report forms; the visiting company safety advisor provides support and conducts inspections and reports on a monthly basis. Site is secure with a fully encapsulated and alarmed scaffold, coded digi-locks and entry bell; there is an emergency plan with alarm, fire marshal and assembly point; monthly drills are carried out. Material movements across the pavement are managed by trained traffic marshal and use of segregation barriers; multiple identifiable 1st aiders are provided (hardhat stickers) and PPE standards are enforced. There is a range of safety posters on display. Nearest A&E is identified on poster; suggested explore MIU and AED locations. All workers are required to have manual handling, asbestos awareness, working at height and FF mask training. SM is FORS and CLOCS aware. There are daily briefings flagging up current hazards and deliveries; hazard board in canteen. Workforce feedback on safety issues is encouraged; "don't walk by" is promoted at induction and toolbox talks; all incidents are recorded and trends analysed; near misses followed up by H&S advisor with outcome toolbox talk. There is a site-specific induction including the zero tolerance drug and alcohol policy; discretionary testing available. A safe working culture is encouraged including close supervision, personal responsibility and care for your workmates supported by positive interventions and direction. All visitors are chaperoned.</p>		
Second visit updated findings and score	8	/9
<p>The site is maintaining its high standards of safety management; this has been enhanced further by the introduction of a rescue plan for potential injuries at high levels of the building. A "check the checker" procedure has been introduced whereby third-party scaffold inspections are carried out as the site has an extensive multi-level sheeted scaffold on the street elevations. All persons on site are now required to have face fit masks where risks arise; a training procedure has been developed. All the positive findings reported on the first visit remain in place.</p>		

Value their workforce

First visit findings and score	7	/9
<p>The company has an equality and diversity policy, would be good to see it displayed on notice boards. There is a diverse workforce and consideration for cultural and religious requirements will be given if required. The company has training standards for site managers and supervisors and relevant courses are paid for; personal development is encouraged and the company prefers to promote from within. CSCS and other skills cards are required and copies retained; right to work checks on own employees and obligated on subcontractors; could consider spot checks on supply chain, see CCS Spotlight on Illegal Workers on website. The company has a trainee SM and takes holiday placements for construction students; suggested reference to current Spotlight on the Next Generation, leaflet provided. Occupational Health is addressed in RAMS reviews and evidence of training is required from subcontractors. The Construction Industry Helpline A1 poster is displayed in the welfare, additional A4 copy provided for other notice boards; healthy lifestyle and quit smoking posters could be considered. Emergency contacts and medical conditions are recorded at induction. There are suitable welfare facilities including changing, drying, lockable boxes, canteen, Wi-Fi and M+F toilets, all looked after by the site labourer; cleaning checklist could be considered. We discussed the Promoting Construction campaign, leaflet provided. Could consider other prompts on checklist 5.10.</p>		
Second visit updated findings and score	8	/9
<p>The site continues to provide well maintained and clean welfare facilities for the staff and workforce; the equality and diversity policy is now displayed in the welfare. A materials hoist has been introduced to eliminate the manual handling of heavy components such as steel sections. A system of checking for illegal subcontractor workers has been introduced. The range of adviceline posters has been expanded to include stop smoking advice and healthy lifestyle. The "Siltbuster" system of converting contaminated water into solid waste for disposal by waste carrier has been published on the CCS Best Practice Hub (refer to Environmental section). A female changing room has been provided as has a shower for use by all workforce. The site team host regular Friday after work socials for the workforce such as drinks or coffees. All the positive findings reported on the first visit remain in place.</p>		