

# Hill House Archway Construction Management Plan

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### 1. Document Control

This document will be issued to all relevant parties. All amendments will be issued to the relevant parties by means of an e-mail transmittal sheet.

Revision Records				
Version No	Issue Date	Pages / Section Amended	Prepared by	Approved/ Agreed by
1				
2				
3				
4				

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## 2. Introduction

This Construction Management Plan is submitted in support of a planning application for the recladding and extension of Hill House. Given the status of the project some construction information has yet to be determined. Although this is a live document, subject to review and update following the introduction of the construction team, it sets out the strategic approach of the project based on good construction practices.

### Nature of the Project

The project has planning approval to convert Hill House from commercial office use to residential under permitted development rights.

The planning application this Construction Management Plan (CMP) relates to is a proposal for the re-cladding of the building and a two storey extension to the main tower of Hill House. This CMP takes into account the combined implications of the re-clad, extension and conversion works including the previously approved CMP relating to the existing permission to convert the building to residential use.

In addition to the conversion, extension and re-clad of Hill House there two other construction projects within the Archway Island site (Archway Tower and Hamlyn) which are active during the development. The Hill House team is working closely with these neighboring developments to ensure that the combined impacts of the development are properly managed.

### Existing site

The project relates to a piece of land forming part of the Archway Island site in Islington. Hill House is located at Archway N19 5NA adjacent to the Archway underground station (illustrated below by marker A below). There is street access from Highgate Hill, Archway and from MacDonald Road.

The land is primarily made up of:

- Hill House – an early 1970's office building, 4 floors at the podium and 13 floors at the tower;
- A series of retail spaces within the base of Hill House and a stand-alone low rise building (collectively known as "Archway Mall" and forming a significant part of the Archway District Centre);
- An area of hard-landscape forming the approach to Hill House and the retail;
- An area of surface car-parking.

Hill House is bounded by;

- Archway Tower – a 16 storey 1960s office building currently being converted to 118 flats (under permitted development);
- Hamlyn House - a 9 storey 1960s office building which has planning permission to convert, extend and re-clad as a 161 bed hotel (Premier Inn);
- A library situated within the base of Hamlyn House;
- A leisure centre;
- A bus stand; and
- Archway tube station.

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### **3. Construction Traffic Management and Logistics**

#### **3.1 Aim of the Traffic Management and Logistics Plan**

Traffic on construction sites can involve either pedestrians, vehicles or both. The purpose of this procedure is to explain the policy and procedure to be followed for the project traffic management and logistics. In order to ensure the efficient and safe movement of vehicles and materials to and from the site and work areas, the main considerations are as follows:

##### Vehicles

##### Traffic system and vehicle routes

- Loading and Storage areas

##### Pedestrian and Public considerations

- Public interfaces
- Public protection
- Pedestrian routes
- Pedestrian and vehicle segregation

##### Crane logistics

- Loading and over-sailing issues

##### Environmental considerations

- Delivery hours and interface with the Public

#### **3.2 Scope of Works and Phasing**

The Hill House Project consists of:

- Internal soft strip of existing offices
- Enabling works
- Removal of existing M&E plant and equipment and replace with new
- Removal of existing façade and replace with new
- A two storey extension to the tower
- Apartment formation and fit out.

Given the proximity to local businesses the need for the works to be carried out in a manner such that the day to day activities of all adjacent residents, businesses and members of the general public are maintained and unaffected by the works is paramount. Consideration has been given to:

- Maintaining access for the Emergency Services
- Maintaining access for deliveries and servicing of local business and residential premises
- Progressive removal of all waste materials
- Consideration to the generation of any nuisance caused by the works.
- Consideration to the nature, size and timing of all deliveries and waste removal to minimise disruption to all.
- Full participation with the Considerate Constructor Scheme.

### **3.3 Health & Safety Legislation and Guidance**

The key legislation and guidance in respect to Traffic Management and Logistics include:

#### **Key legislation**

- Construction (Health, Safety and Welfare) Regulations 1996
- Provision and Use of Work Equipment Regulations 1998
- Lifting Operations and Lifting Equipment Regulations 1998
- Health & Safety (Safety Signs & Signals) Regulations 1996

#### **Key Guidance**

- The Safe Use of Vehicles on Construction Sites [HS(G)114]
- Protecting the Public - Your next Move [HS(G)151]

### **3.4 Key Roles and Responsibilities**

The following members of the Project Team will own and manage the implementation of the Traffic Management and Logistics Plan:

#### **Construction Manager**

- Assist with planning and preparation of project traffic management strategy, and updating where required
- Make specific reference to the strategy in the project health, safety and environmental plan
- Ensure a site specific risk assessment is carried out for all traffic activities (arrival, departure, (un)loading, movement, maintenance)
- Ensure a project induction is available to all pedestrians and drivers, which shows key routes, restrictions etc.
- Monitoring and reviewing health and safety performance of all parties
- Ensure there are adequate emergency procedures in place for all foreseeable events i.e. traffic issues, spills, medical evacuation, fire
- Ensure there is adequate lighting on all access routes and common user areas

#### **Traffic Management Coordinator**

- Traffic management control
- Provide segregated pedestrian and vehicle routes
- Provision of materials / equipment to support the strategy
- Provision of competent resources
- Liaise with all subcontractors with regard to production of traffic management strategy
- Performance measurement / feedback to the team regarding traffic management strategy and contractor compliance
- Carry out risk assessment for traffic activities
- Facilitate deliveries and management of delivery / logistics strategy
- Ensure wheel cleaning facilities and road sweeping arrangements are maintained
- On-going review and updating of this Plan as the Project develops and site conditions change.

#### **Lift Coordinator/Appointed Person**

Construction of the extensions and the access and removal of the external façade of the building will be a combination of a climbing mast system and a crane. The appointed person (AP) will have overall control of lifting operations on the Project.

They will undertake to ensure, so far as is reasonably practicable, that all project lifting operations are undertaken in a safe and controlled manner in accordance with the requirements of the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) and also with the requirements of Part 1 of BS7121 – The Safe Use of Cranes.

### **Drivers and Plant Operators**

- Will be competent and trained to the appropriate standard.
- Drive with care and comply with the requirement of this Traffic Management Plan
- Use the correct equipment for the task, ensuring they are suitable for use, marked with safe working load, properly maintained, inspected and thoroughly examined regularly.

## **3.5 Traffic Management**

### **Key Principles**

- In order to minimise congestion (both on site and in the local roads), waiting time, inconvenience to other trades, third parties, the following principles will be followed: -
- All deliveries and collections will be planned and timed to ensure there is no back up of lorries waiting to enter the site. During all stages there will be space available on site to hold a number of vehicles.
- All deliveries must be booked in at least 48 hours in advance with the Traffic Management Coordinator (TMC)
- Any deliveries not booked in may be refused access and turned away at the Contractors cost.
- Deliveries must be made in accordance with the site working hours, namely:
  - Monday – Friday 08.00 – 17.30
  - Saturday 08.00 – 13.00
- Any vehicle attempting to deliver outside these hours will be moved on.
- Deliveries are not, under any circumstances, to be unloaded outside the site perimeter onto public footpaths or roads, unless safe provision for same has been made and agreed in advance with Islington's Highways department.
- Site vehicles/deliveries are not to block accesses or cause inconvenience to any neighbouring plot, building or highway user.
- There is no parking available on site for Operatives or Visitors unless specifically identified and agreed at Order stage. The site is easily accessible via Public transport and use of these services will be encouraged with all operatives and visitors.
- Parking for Operatives within the local roads will not be permitted. Regular policing will be undertaken by the TMC. Any person found not complying with this Site Rule will be reminded of their non-compliance in the first instance and removed from site in the event of any re-occurrence.
- Parking for intermittent and short term Visitors is permitted on local roads provided that they comply with all Highways and Parking restrictions and conditions.
- A Delivery Booking Form should be completed and returned to the TMC at least 48 hours prior to any scheduled delivery in order to allow the full co-ordination of the deliveries/ collections with all suppliers.
- A weekly review of forthcoming deliveries will be undertaken at a Logistics Progress meeting and the deliveries for the coming week will be agreed with the TMC in advance.
- All vehicles leaving the site must do so without delay or obstruction to others requiring access to the site or its environs.

## **Vehicle Routes and Deliveries**

### **Deliveries**

There is vehicle access to the rear of the plot, off of McDonald Road directly into the Hill House surface car park.

The Hill House surface car park will be used as the construction compound and for the loading and unloading of deliveries. The intention is to bring all deliveries off of the public highway as soon as practicable.

### **Routes**

The Main Contractor will produce a Construction Traffic Movement Survey that will identify:

- A swept path traffic analysis of the largest type of vehicle using each vehicle route to ensure these routes are appropriately sized;
- A scale drawing to identify unloading/ loading areas and also to demonstrate that vehicles can pass these areas;
- All relevant vehicle restrictions;

## **Vehicle Access arrangements to/from the Site**

All vehicles will access and egress site using routes specified and approved on the Delivery Request Form.

## **Traffic Management Plan**

The Traffic Management Plan will be managed by a dedicated Logistics Manager (LM) who will enforce compliance and monitor any change in circumstances that may arise. The LM will be the key point of contact with Islington Highways and EHO in relation to all issues relating to Traffic Management.

## **Traffic Marshals/Banksman**

Traffic Marshals/ Banksman will be located at all entrances/ exits to direct both vehicles and pedestrians.

Vehicle movements will be arranged using the following hierarchy of control:

- Drive through
- Turning points on site to allow forward movement of vehicles out of the site
- Reversing out of the site under Traffic Marshal/ Banksman control
- Unloading from the side of the site under Traffic Marshal/ Banksman control

**Estimated Number of Vehicle Movements.**

The table below shows the estimated number of vehicle movements during the project:

Phase	Estimated Daily Vehicle Movements	Comments
Soft Strip	8	Skip lorries and vans for removal of soft strip; floor & ceiling tiles including glazing
Envelope & Cladding	5	Side load for removal of façade elements. Flatbed deliveries for bricks and cladding units. Curtain sided deliveries for insulation. Rigid lorries and vans for roofing materials and sundries. Skip lorries and concrete/mortar wagons.
Superstructure Steel	2	Flatbed deliveries for structural steel beams / columns.
Internal Fit Out	9	Curtain-side deliveries for dry lining materials, insulation. Furniture & MEP deliveries; Rigid lorries and vans for Joinery elements and sundry materials
External Works	3	Vans for smaller material deliveries. Curtain side deliveries for plants/shrubs/trees.

**Abnormal Loads**

Abnormal Loads are those that require special traffic movement agreements with the Local Highways Authority and/ or the Traffic Police. These are generally loads of excessive length or width. The Abnormal Loads anticipated include delivery/ collection of the following:

- Tower Cranes;

The appropriate Traffic Movement Orders will be agreed with the relevant Statutory Authorities prior to delivery/ collection of any abnormal loads. It is often a requirement for Abnormal Loads to be delivered/ collected outside of busy traffic periods (before 7am and after 6pm during week days). We will therefore issue special notice to our neighbours prior to any abnormal loads being delivered/ collected.

Upon delivery/ collection the Traffic Marshal will direct the Abnormal Load to a pre-agreed delivery area and the Driver will be instructed to turn off the vehicle engine and switch off any lights to wait for unloading/ loading. Following unloading/ loading the vehicle will wait in until it is permitted to leave at a pre-agreed time as will be defined within the Traffic Movement Notice.

### **Pedestrian Access/ Egress Routes**

Pedestrian access routes for members of the public will be clearly delineated using appropriate and approved signage. Where necessary, such as through tunnels under scaffolding, additional lighting (including emergency power fittings) will be provided from the site temporary electrical installation.

All Pedestrian routes that are in close proximity to moving vehicles will be protected using appropriate physical barriers.

All operatives will access and egress to the project using pre-planned and signed pedestrian entrances. All contractors will book into the relevant security area for their area of works, and having done so they will then proceed to their working areas using designated routes.

Once operatives have entered the site they will only use designated pedestrian routes, which will be clearly defined with relevant signage prominently displayed and updated as works progress, and site dynamics change. Physical barriers will be installed to segregate vehicle and pedestrian movements and crossover points will be gated.

Safe 'green routes' including crossovers where appropriate will be established to ensure safe segregation between all vehicles and pedestrians/ construction operatives.

At all crossover points vehicles have priority. All personnel must stop at any crossover points and ensure it is safe before proceeding.

### **Unloading/ Loading and Storage Areas**

Unloading/ Loading and storage areas will be clearly defined and carefully considered to:

- Be established & maintained on site, rather than off-site, as far as possible
- Be segregated from pedestrian routes using barriers
- Have sufficient room for all vehicle movements including turning space
- Have adequate lighting and appropriate signage.
- Have Fire Points and Spill Kits located in the immediate vicinity pertinent to the unloading/ loading operations and/ or materials being stored.

Storage areas will need to be constantly reviewed as works progress and the site conditions change. Lighting, signage, fire points and pedestrian protection will need to be constantly updated and communicated to all as these works develop.

### **Public Protection for Vehicle Deliveries to Project**

Traffic Marshals/ Banksman will be employed to control all deliveries. All contractors will be required to ensure that all their vehicles are 'banked' whilst moving to and from the site boundaries.

Drivers will be formally briefed to drive with extreme care when in close proximity to the site to avoid potential incidents with other users.

## **3.6 Logistics**

### **Site accommodation and welfare facilities**

In order to minimise the impact of pedestrian movement on and off the site, suitable accommodation and welfare facilities will be provided on site. This will include the provision of Main Contractor and subcontractor offices, toilets, drying room, canteen and storage units.

The Office & Welfare strategy will be phased to accommodate the programme and construction

sequence:

### **Site access and security**

A 2400mm high plywood hoarding will be provided to all elevations of the site where other physical barriers of similar or greater integrity do not exist. Vehicular access points for 'In' and 'Out' traffic and will be controlled by security staff - security will be provided throughout the works.

All visitors and operatives will be required to obtain passes at the site entrance after which they will be directed to the induction room. Temporary day passes will be issued to visitors.

### **Site storage**

Materials for incorporation into the works will be stored within the site footprint. Storage zones will be allocated to subcontractors. These zones will be planned to ensure that the materials are not stored in areas that could impact on the local environment or community.

### **Waste and recycling**

Much of the material from the buildings to be removed from the site can be recycled.

A Site Waste Management Plan (SWMP) will be produced and signed off before the project commences. The project will be registered with the Environment Agency and any waste classified as special or hazardous will be separated from normal waste and arrangements will be made for collection by specialist-licensed contractors.

### **Monitoring and Review of Traffic Management and Logistics Plan**

The Traffic Management Co-coordinator & Logistics Manager will review this plan regularly and as conditions change. Records of any updates / revisions will be maintained by the Traffic Management Co-coordinator.

All records will be held on file / onsite including all certificates and inspection records for all plant, equipment, lifting appliances etc. which may be used for traffic management and logistics purposes (Register of contractor statutory equipment – LOLER).

**Management of Risk Information**

Process/Element	Associated Risk	Sub-Contractor Key Health & Safety Information and Requirements	Reference Health & Safety Standards
<p>Traffic Management</p> <ul style="list-style-type: none"> <li>• Vehicular deliveries to site</li> <li>• Unloading of materials</li> </ul>	<ul style="list-style-type: none"> <li>• Striking members of the public/ public vehicles whilst accessing/ egressing the site</li> <li>• Striking site personnel whilst on site</li> </ul>	<ul style="list-style-type: none"> <li>• Carefully planned and positioned signage</li> <li>• Traffic route maps to be issued to all drivers accessing site</li> </ul>	<ul style="list-style-type: none"> <li>• CON (HSW)</li> <li>• HSW(G)144</li> </ul>
<ul style="list-style-type: none"> <li>• Third Party Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Interface between general public &amp; construction vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic marshals at the site access gates</li> <li>• No reversing in or out of site</li> </ul>	<ul style="list-style-type: none"> <li>• Con (HSW)</li> <li>• HASAWA 74</li> </ul>
<ul style="list-style-type: none"> <li>• Falling objects from delivery vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Injury to operatives and third parties</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicles to be filled to a level beneath the max height of the materials container</li> <li>• Open vehicles to be provided with secured sheets / tarpaulins</li> </ul>	<ul style="list-style-type: none"> <li>• HASAWA 74</li> <li>• Con (HSW)</li> </ul>
<ul style="list-style-type: none"> <li>• Use of plant</li> </ul>	<ul style="list-style-type: none"> <li>• Noise</li> <li>• Vibration.</li> <li>• Misuse of plant/ equipment</li> <li>• Faulty plant/ equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Control measures to reduce noise levels.</li> <li>• Provision of PPE.</li> <li>• Implement an adequate safe system of work for the use of plant <ul style="list-style-type: none"> <li>- Selection of appropriate plant and equipment</li> <li>- Used only by trained personnel</li> </ul> </li> <li>• Planned maintenance regime</li> </ul>	<ul style="list-style-type: none"> <li>• NWR</li> <li>• PUWER</li> <li>• KHSS Section 5.5 - Plant &amp; Equipment</li> <li>• KHSS Section 3.6 - Training</li> </ul>

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<ul style="list-style-type: none"> <li>• Lifting Operations (Lifting Equipment)</li> </ul>	<ul style="list-style-type: none"> <li>• Falls of Loads</li> <li>• Loads striking persons and/or structures and/or objects</li> <li>• Failure of Lifting Equipment</li> <li>• Failure of Lifting Accessories.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and Control of all lifting operations</li> <li>• Provision of competent 'appointed person(s) to plan and supervise lifting operations</li> </ul>	<ul style="list-style-type: none"> <li>• LOLER</li> <li>• BS7121 - The Safe Use of Cranes</li> <li>• KHSS Section 5.6 - Lifting Operations</li> </ul>
<ul style="list-style-type: none"> <li>• Unstopping/unloading</li> </ul>	<ul style="list-style-type: none"> <li>• Falls of persons</li> <li>• Falls of materials</li> </ul>	<ul style="list-style-type: none"> <li>• Fit temporary guardrails to vehicle</li> <li>• Use restraint of fall arrest device</li> <li>• Safety mats</li> <li>• Do not unstrap all loads at once</li> <li>• Keep posts in place to restrain load</li> </ul>	<ul style="list-style-type: none"> <li>• Working at Height Regulations 2005</li> </ul>

## **4. Site Environmental Plan**

### **4.1 Project Mission Statement**

To promote at all times an environmentally aware culture on the Hill House Project through team ownership and the determined commitment of individuals, so as to protect and enhance the existing environment of the area. To also promote innovation in all aspects of construction to diminish the environmental impact of the project locally and globally.

All works on site to be in accordance with:

- London Borough of Islington Code of Construction Practice
- The Control of dust and emissions from construction & demolition, Mayor of London Best Practice Guidance
- The project Good Neighbourhood Policy
- The Considerate Constructors Code of Construction Practice
- The Control of Pollution Act 1974

In addition to reviewing the construction methodology, environmental issues must be taken into consideration.

### **4.2 Environmental Monitoring**

It is recognised that the Project sits within a sensitive area with existing residents and local businesses all around. Engagement with local residents & businesses will be crucial in order to ensure that the construction works satisfy their needs and in order to ensure the project runs with minimal disruption to the day-to-day activities of those within the neighbourhood and also the construction programme.

As well as active engagement with the residents, a robust environmental monitoring regime will be established before works commence to ensure that the impacts of the project can be measured against pre-existing conditions.

Proactive management of the levels of noise, vibration and dust generated will inform discussions about future works and their likely impacts throughout the Project.

### **4.3 Noise and Vibration Monitoring**

Control of noise and vibration is of particular importance throughout the project. Specific monitoring and control measures will be in place to ensure that construction activities have the least possible impact on all adjoining neighbouring properties.

Effective management of noise and vibration issues can only be achieved with the cooperation of all parties, including the local residents & businesses.

All noise, vibration and dust monitoring equipment will be maintained, calibrated and operated in accordance with the manufacturer's requirement.

The system will adhere to all current Best Practice guidelines and comply with London Borough of Islington's requirements.

The project will comply with the requirements of the Control of Pollution Act 1974, with particular reference to Part III, the Environmental Protection Act 1990, the Noise at Work Regulations and the Health and Safety at Work Act 1974. All Sub-Contractors shall adopt all Best Practicable Means in accordance with Section 72 of the Control of Pollution Act.

The project will comply with BS5228 "Noise on Construction and Open Sites" and monitor noise levels at regular intervals in key locations using monitoring equipment to be agreed within the Environmental Health team. All monitoring results will be recorded and stored on site for review. Publication of the findings is discussed in more detail below.

### **Construction Plant Selection**

Any plant considered for the project will be reviewed not only using performance criteria, but also potential nuisance criteria (such as noise, dust and vibration). Construction plant and methods will be chosen which, by their nature, generate the least possible nuisance as far as reasonably practicable. There will be operations that have higher noise or vibration levels than ideal and it may be necessary to carry out some operations during restricted periods.

Additional noise control is possible using acoustic screens around operations, and by sealing building openings with acoustic baffles. Key noise control measures will include:

- Communication with and recognition with neighbours
- Restricted working hours for particular activities identified as potentially noisy works
- Attenuated plant and equipment
- "Silent" running hoists
- Careful plant and equipment selection
- Use of scaffold shrouding and acoustic absorption materials where possible

### **4.4 Dust**

Dust migration on site resulting from construction activities has the potential to directly affect those in the nearby vicinity. Numerous dust migration preventative measures will be employed to avoid dust episodes. In principle, all contractors will employ methods, which avoid the generation of dust to the lowest practical level. The following measures are proposed:

- Isolation of dust generating activities i.e. enclosures/areas sealed off by means of a polythene membrane or similar sheeting
- Demolition and construction activities enclosed by means of scaffolding enclosed with 'monarflex' sheeting
- Dust suppression by means of water spray
- Enclosure of waste leaving site by means of fly sheeting/ sealed skips Dust Monitoring Locations.

In order to provide a robust assessment that provides objective evidence to support that our practices are not causing unacceptable levels of dust nuisance the following measures will be adopted:

- An air quality control and monitoring (PM10) regime will be established to suit the prevailing wind transect of the site.
- Automated particulate monitoring of average 15-minute PM10 dust levels will be undertaken with AQM DM11 Pro monitors or similar at two locations on site. The monitoring will be undertaken in accordance with The London Councils' Best Practice Guidance: *The control of dust and emissions from construction and demolition* (November 2006).

## **5. Neighbourhood Relations**

### **5.1 Good Neighbour Policy**

The key to a good neighbourhood policy is to maintain and establish a clear line of communication with all parties that have a vested interest in the project. We will do this in a number of ways including but not limited to a regular newsletter for the duration of the project.

A key contact will be appointed for local residents, the business community and the London Borough of Islington for enquiries or complaints. A poster will be displayed on the site's boundary hoarding detailing the company name, senior Neighbourhood Liaison Officer, and contact details including an address for complaints and 24-hour telephone number.

### **5.2 Good Neighbour Procedure**

Our approach towards the neighbourhood issues at Hill House will be to:

- Initially, send out a mail shot to all the immediate neighbours giving details of the works, working methods, access to site, duration of the project etc. and emphasise the ultimate benefit of the completed project to the area.
- Arrange regular communication meetings with the neighbours and any local pressure groups where the project issues can be discussed in open forums.
- Take specific note of neighbours' concerns and complaints and address them individually or collectively as necessary. Visit individuals to discuss their concerns
- Have a single point of contact for neighbours e.g. the Construction Manager so that his name, face and telephone number become known in the community
- Keep access to the site and the site itself clean and tidy and provide viewing points through the hoarding where possible so that neighbours, users and passers-by can feel involved in the process
- Ensure that working hour agreements, noise, dust and vibration limits and methods of working are strictly adhered to
- Register with the Considerate Contractor Scheme
- Agree traffic management through the locality with local authority, police, emergency services and neighbours. Ensure that deliveries are made at agreed times and frequencies
- Ensure that waste and debris is taken off site in suitable containers with all necessary protective coverings
- Ensure that works agreed to Party Walls etc. Are carried out promptly and in accordance with agreed details
- Involve the project in a local community charity and provide occasional communication/ social events within the community

### **5.3 Considerate Constructors Scheme**

This site will be registered for the Considerate Constructors Scheme (CCS), and adopt the CCS Code of Practice.