The Good Neighbour Site Guide

UKCG
Uk Contractors Group

The UKCG Good Neighbour Site Guide has been produced to assist contractors, irrespective of size, in establishing a good neighbour strategy and maintaining good relationships with neighbouring communities.

The guide provides straight forward, easy-to-implement solutions, ideas and suggestions, which project teams can further develop and shape as they see fit.

Supported by:

CONSIDERATE CONSTRUCTORS

Being a good neighbour

The objective of the guide is to minimise a site's negative impact on local communities and the local environment - whether it be noise and vibration, dirt, dust, debris, traffic management, or general invasiveness.

All can be reduced through implementation of a well deployed strategy, commitment and good management.

This guide is not aimed at explaining what to do to minimise nuisance, instead it aims to provide project teams (from site managers to environmental advisors) with easy-to-implement engagement ideas, helping them to manage common issues experienced within the local vicinity of a project.

Poor management of such issues can result in complaints, abatement notices (such as a Section 60 Notice relating to noise) and ultimately environmental prosecutions. All of which can result in a negative impact on local residents and local authority relations, in addition to reputational damage.

Registration with CCS provides an excellent framework for managing the impact a site has on local communities.

Who is UKCG

The UK Contractors Group (UKCG) is the primary association for contractors operating in the UK.
UKCG represents 30 leading contractors operating in the UK on construction specific issues. Between them UKCG members account for £33 billion of construction turnover which is a third of UK construction total output.

UKCG's mission is to promote the UK construction industry and to support its members in delivering excellence by encouraging contractors to work together with their clients and supply chains to promote change and best practice.

UKCG also works closely with the CBI Construction Council to ensure that contractors' interests are properly reflected in the wider business agenda.

This document was produced by members of the UKCG Community Task Group:

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Who is CCS

The Considerate Constructors Scheme (CCS) is the national initiative set up by the construction industry to improve its image.

Construction sites and companies can register with the Scheme and are monitored against a Code of Considerate Practice, designed to encourage best practice beyond statutory requirements.

The Scheme is concerned about any area of construction activity that may have a direct or indirect impact on the image of the industry as a whole. The main areas of concern fall into three categories: the general public, the workforce and the environment.

For more information please visit www.ccscheme.org.uk

Contents

1. Stakeholder identification and consultation

Identify stakeholders
A community liaison strategy should be developed from the earliest stages of a construction project and begin by identifying relevant stakeholders and their interests.

The first step is therefore to make a list of **who the project stakeholders are**. Think about all the people and organisations who are affected by the work or business activity, who have influence or power over it, or have an interest in the outcome. This should take into account all aspects of your work, including: planning, design, procurement, construction, operation, maintenance.

The table below shows some of the people or groups who may be considered to be stakeholders in your project. Ultimately you will have to communicate and engage with people, so it is important to identify the correct individual stakeholders right from day one.

Potential Stakeholders

Alliance / Joint Venture partners	Future recruits	Planning departments
Clients	General public	Pressure groups / special interest groups
Client shareholders	Government	Residents associations
Colleagues	Health and Safety Executive	Suppliers
Contractors	Heritage regulators	The media
Contractor shareholders	Local authorities	Trade associations
Client's customers	Local authority highways department	Wildlife, nature regulators (i.e. London Wildlife Trust, Natural England)
End users of the development	Neighbours	
Environment Agency /SEPA / Irish Environmental Protection Agency	Non-governmental organisations	

Understand and engage with your key stakeholders

You now need to know more about your key stakeholders. You need to know how they are likely to feel about and subsequently react to your project. You also need to understand how best to engage and communicate with them.

Key questions that can help you understand your stakeholders are:

- ❑ **Where are they located?**
  In relation to the site
- ❑ **Who are they?**
  Residents, businesses…
- ❑ **Why?**
  Understanding the "audience" and their interests
- ❑ **What?**
  Special cases (churches, hospitals, schools..)?
- ❑ **When**
  Historic or new community?

The following are examples of more detailed aspects you may wish to consider as part of your stakeholder mapping exercise:

What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?

If they are not likely to be positive, what will win them around to support your project?

Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?

What is their primary motivation?

What information do they have that can help you?

What is their current opinion of your work? Is it based on good information?

How can you collect feedback from your stakeholders?

If you don't think you will be able to win them around, how will you manage their opposition?

How do they want to receive information from you? What is the best way of communicating your message to them? *The CCS questionnaire shown later in this document might be useful*

A very good way of answering these questions is to talk to your stakeholders directly – people are often quite open about their views, and asking people's opinions is often the first step in building a successful relationship with them. It will then become crucial to maintain the level of communication you have established and then look to improve it further by engaging with them on a regular basis.

You can also summarise the understanding you have gained on a stakeholder map, so that you can easily see which stakeholders are likely to be affected most and where exactly they are located.

It is good practice to regularly review and update the stakeholder map as the project progresses as people's opinions, influence and attitude may change over time.

Examples of stakeholder maps:

- Starting with a simple map of the area, you can generate colour coded copies, each highlighting a different group: residents, churches, businesses etc. Using PowerPoint, these can then be overlaid to represent the complexity and variety of a project
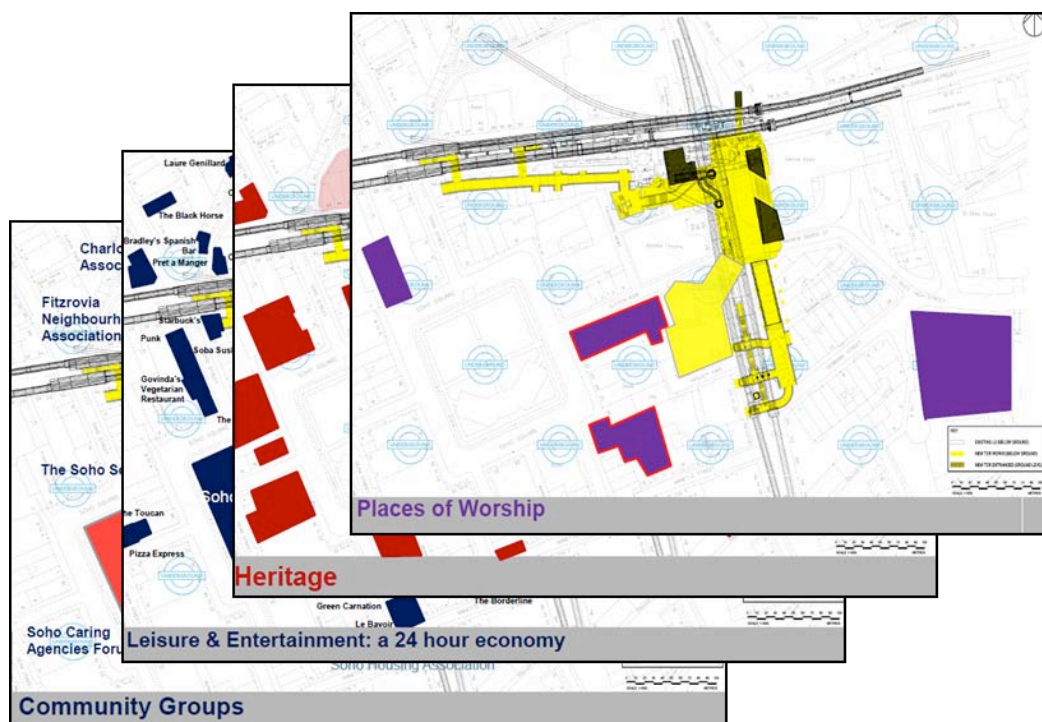
- Google maps can be used as a basis for a simple stakeholder map highlighting, for example, residents near to the site
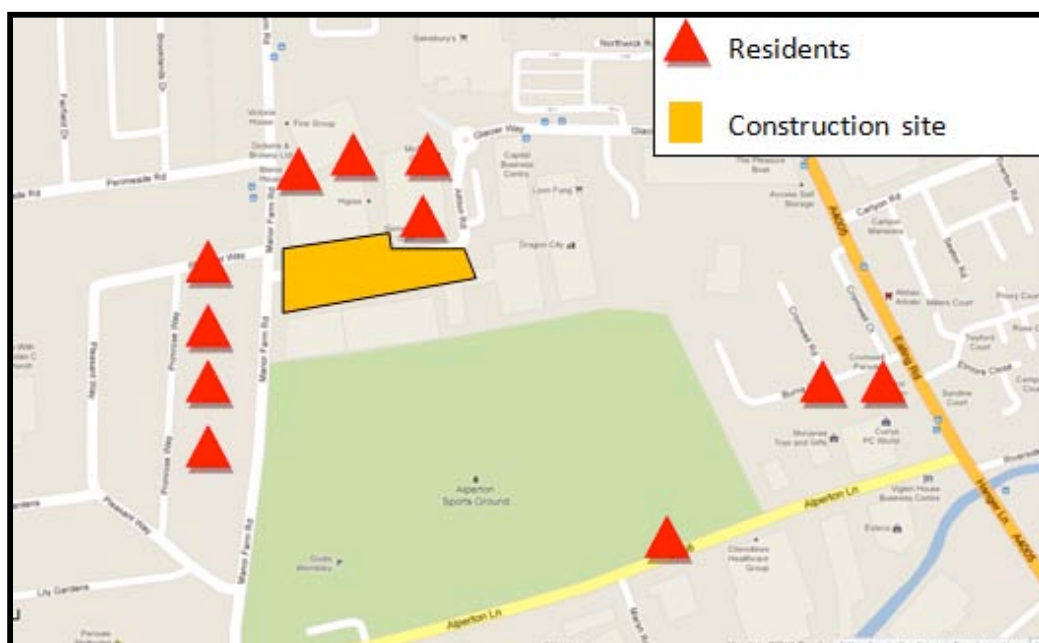
2. Engaging with the local community

Identify those neighbours who will be **immediately** affected by the construction activities and ensure that they receive an introductory letter. Deal with all neighbours as you would expect to be dealt with yourself. Invite them to site if possible, organise residents meeting, inform them of employment or apprenticeship opportunities where relevant.

<u>Ways to engage with the community</u>

Newsletters
The purpose of a project community newsletter is to provide relevant updates regarding the project and its impact on the community and local area. Newsletters can be a great way to communicate project achievements, build awareness of your company, and improve relations with the local community, businesses and the general public. Some key considerations to keep in mind when preparing a newsletter are provided below:

- Ensure that your client is happy with the format and level of information being presented
- Outline details of forthcoming construction activities as well as recent achievements.
- Be mindful of providing the right amount of information as care should be taken not to cause concern
- Include a programme of works milestones and key dates
- Promote any community initiatives you may be involved with, e.g. Environment Day
- Display newsletters locally and send to community leaders, local community groups etc
- Post on notice board at your site entrance
- If possible post your newsletter on your client's website or a dedicated project website
- Include progress photographs and site initiatives regarding reduction of noise, pollution, waste etc.
- Include CCS logo and information if your site is registered – including link to CSS website and details of scheme
- Provide contact details for the nominated community manager or appointed person

The example here below provides and template for a project newsletter, with dedicated spaces for key information
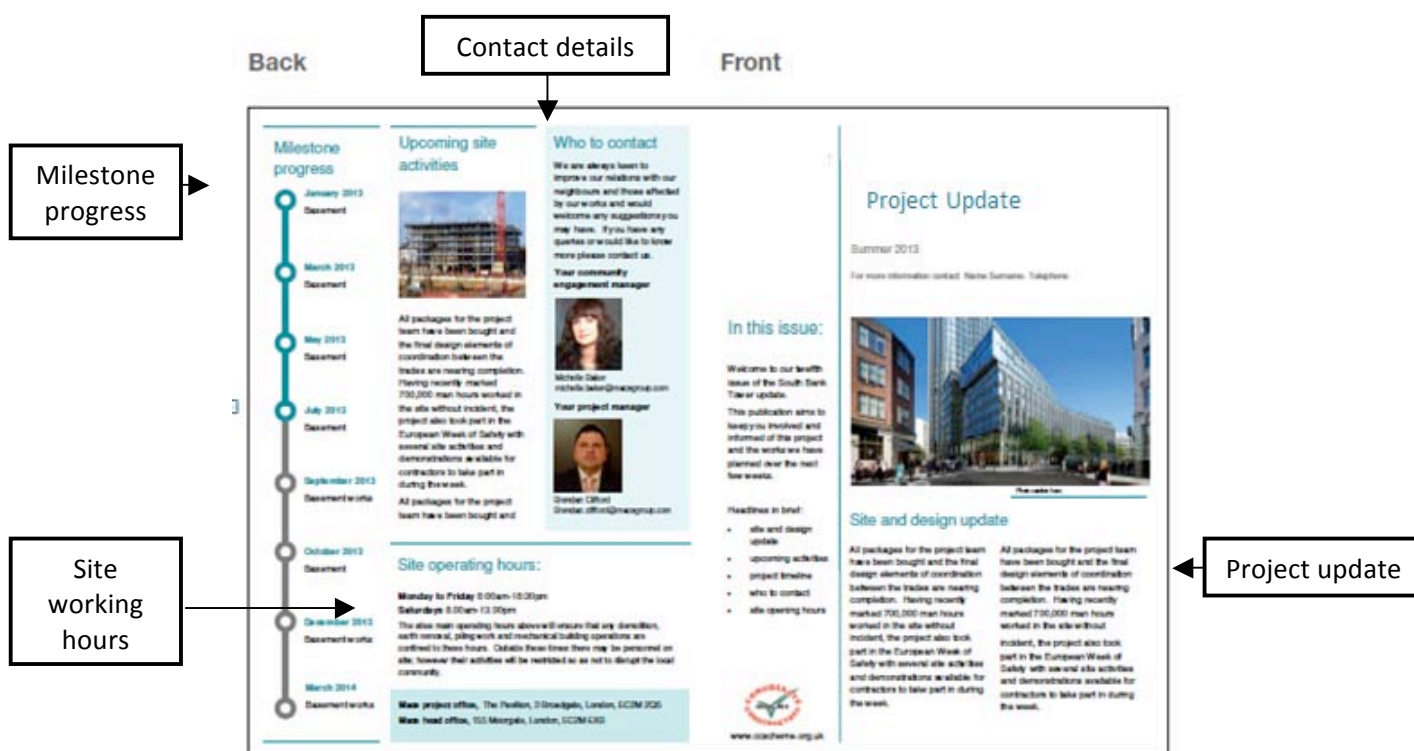
Further ideas for pages in your newsletter:

Option 1: picture heavy   Option 2: multiple stories

Similar templates can be easily produced through Publisher or Word, such as the examples here below:

Project website

Where possible, once you have made contact with your stakeholders, a project specific website could be an excellent tool which people can consult for information on the project, latest progress, images, contact details, employment opportunities etc.

Contact details

Apprenticeships news

Latest news on the project

Employment related news

Liaising with specific groups

Schools

Sites which are in close proximity to schools and colleges should make contact with the head teacher to arrange a Site Safety presentation for pupils as soon as it is reasonably practicable. Students can then be issued a "Certificate of Attendance" by the contractor delivering the safety talk (it is important to consider the age / specialism of the school when choosing the preferred mode of engagement).

The key message is to advise every one of the dangers of entering a construction site without authorisation. Construction sites are not playgrounds and it is important to deliver this message from day one. It is also advisable to issue a precautionary note to alert parents of the danger of children entering into a construction site.

Contractors can further engage with local schools in many ways and promote different initiatives for students to get involved in:

- Hoarding painting competitions
- Poster competitions on a particular subject (safety, environment, equality & diversity, health & wellbeing) – with entries displayed on site to deliver key messages.

- Competitions for drawings to be used for festivity cards, which the project will then print and send to all stakeholders.

- Invite your local school to a local park (if the correct approvals are in place) or visit them at their premises to help them build a bug hotel. The best bug hotels have lots of small spaces in different shapes and sizes, made from different materials. Bug hotels are generally made from reclaimed materials, or natural objects, which reduces cost, helps them blend in with their surroundings and is probably more attractive to the mini-beast guests. This could be made of used pallets and/or recycled materials from your site. Follow this link for further information. http://apps.rhs.org.uk/schoolgardening/uploads/documents/making_a_bug_hotel_770.pdf

Hospitals
Consideration needs to be given to the proximity to hospitals/care homes and similar establishments. With regard to hospitals, it is particularly vital that emergency vehicles are never impaired by construction traffic and that noise levels are managed at all times. Some hospital patients can be affected by aspergillus, which is a fungus that grows naturally on concrete and other surfaces. Spores can be released during demolition or refurbishment, which pose a particular risk to immuno-suppressed patients or the elderly.

Control measures may need to include dust suppression (damping down) and taping up affected windows, or protection of air intakes.

Police, fire brigade, and emergency services

Establish contact with the local police and emergency services to ensure that they have details of the site contact in case of any security alert or other issue with which they might be involved. If you are modifying the boundary of your site, or interfacing with the highways, you will need to engage with the emergency services so that they are aware of any diversion or alternative approved route.

Local businesses

Where appropriate, visit local businesses which may be impacted by works. Ensure they are kept informed of all activities and invite them to future consultation meetings. Where possible, use the services of local businesses, i.e. canteens, cleaning, printing etc. Provide clear access and/or business continuity signage.

Local authorities

Establish early contact with the local authority and identify the relevant personnel who are likely to be dealing with your site (i.e. environmental health officers, traffic management officers, etc). This will help establish good working relationships.

Other ideas for engaging with the local community

Construction Ambassadors
Construction Ambassadors is a national programme co-ordinated by CITB through its network of regional offices. Ambassadors are volunteers from the industry who attend local events to encourage and motivate young people to pursue a career in construction.

UKCG Open Doors Weekend
This annual event enables construction sites across the country to open their doors to the public, allowing people to 'take a look into the exciting world of construction'. Open Doors aims to showcase today's construction industry – its value, capability and the wide range of career opportunities it can offer.
This is a fantastic opportunity to engage with your local community and beyond:
http://www.opendoorsweekend.co.uk/

National Skills Academy for Construction

"The National Skills Academy for Construction is a project-based training concept that is tailored to helping clients and contractors to get the right skills where they need them - on site. It's a demand-led training model, which means the client and contractor determine the required skills. It isn't just bricks and mortar training, it's practical and happens on a live project. Specific targets and requirements are developed at project level so training is made to fit the needs of each project. The National Skills Academy for Construction is led by CITB, an organisation with a track record of over 40 years of successfully meeting the training needs of the industry"

http://www.cskills.org/nsacademy/

STEM (Science, Technology, Engineering and Mathematics) Ambassadors

"Volunteering as a STEM Ambassador is your chance to promote your skills to young learners, actively encourage them to enjoy STEM subjects, and inform them about the unique career opportunities that are available to them. By volunteering as an Ambassador, you could be opening up life-changing opportunities for many young people in your area. Anyone who has a desire to inspire children and young people in STEM subjects can become an Ambassador. The main qualities that all Ambassadors share are enthusiasm and commitment, along with a passion for what they do. Current Ambassadors include: Apprentices, Zoologists, Set designers, Climate change scientists, Engineers of all disciplines, Farmers, Designers, Geologists, Nuclear physicists, Architects, Physicists, Ice core chemistry technicians. Ambassadors are of all ages and backgrounds and represent over 3,000 different employers".

Community days

This is an easy way of raising your profile and developing relationships within the local community. Community days could involve inviting residents to site, undertaking some volunteering for a local charity, hosting an art work competition, organising a lunch for the community, painting a community centre or even clearing a local green area .

It is advisable to check with your head offices whether further, central, support is available for schemes and initiatives as the ones described above.

How to gain feedback

In addition to communicating project developments via the likes of
newsletters and websites, it is also important to develop a two way
communication channel, allowing you to gain feedback from your
stakeholders.

An engaged community will be less likely to complain or escalate
negative feedback should an issue occur. It is more likely that they will
seek assistance directly from your project team rather than referring
to – for example – the local Environmental Health Department.

Feedback from residents, such as to quality and content of
newsletters is to be encouraged.

A simple way of doing this is through the creation of a project specific
email address which is heavily advertised throughout the project
duration.

The CCS scheme also offers two versions of a feedback questionnaire that can be issued to neighbours:

- A questionnaire to be returned via a prepaid envelope (provided by the company)
- A questionnaire to be returned by hand to a selected location (address/details of where to hand it in can be written on the form before giving it out)

Further details can be found at the following address: http://www.ccscheme.org.uk/index.php/site-registration/site-managers-information/site-registration-support

Alternatively, if you ask for the e-mail address of the locals concerned, you can send them a link to an on-line survey (e.g. generated through platforms such as http://www.surveymonkey.com/).
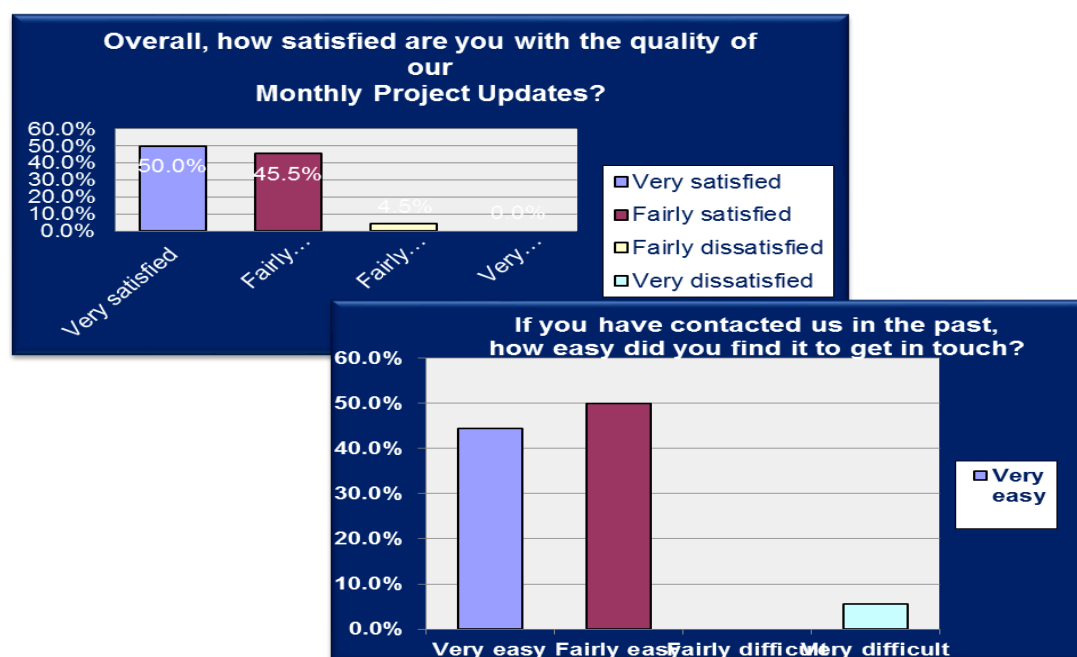
3. How to manage potential issues

This section provides you with examples of good practice and tips to assist you in managing those issues which are most likely to give rise to complaints.

<u>Noise & vibrations</u>

Section 61 agreements
If not required by planning conditions, consider applying for a Section 61 agreement (under the Control of Pollution Act 1974) with the local authority. This agreement will allow you to agree noise levels with local authorities, and hours of work to mitigate the impact on the local communities. Once a Section 61 agreement is in place, this cannot then be superseded by a Section 60 Notice, as long as the agreed conditions are being maintained on-site. A section 60 is an abatement notice requiring specific controls to be put into place to minimise noise and vibration. If this notice is served and its conditions breached, the contractor becomes liable for prosecution and fines.
If you need to deviate from a Section 61 agreement, always seek prior approval from the local authority Environmental Health Officer. Many local authorities allow you to notify their noise team of any unplanned works which need to go beyond the prescribed hours of work.

Out of hours permits to work
Have a system in place where all out of hours works are checked. For example, weekly permits to work, completed by the site manager and signed off by the environmental team or project manager. The permit includes list of activities planned out of hours, plant required, noise restrictions etc. The operatives on site should then be briefed on the noise restrictions and the supervisors are made accountable for this, as they all have to sign the permit.
This simple permit system is very effective if you're working within a sensitive area, allowing you to have control and overview of what's being done outside of normal working hours. Everyone is briefed on the requirements and asked to sign the permit, therefore made accountable to comply with the rules.

Posters and pocket guides

Create and distribute posters around the site, explaining project specific noise restrictions and what can / can't be done outside of the core hours. You can also generate pocket guides to hand out during site inductions, in addition to to lorry drivers and anyone else involved in the project.

Working hours for specific activities

Site boundaries and sensitive receptors

Site specific rules (i.e. only white noise alarms)

Quiet periods

Have systems in place to ensure that quiet periods are observed, such as visual reminders with a flashing lighting device, toolbox talks or posters around site.

ST PATRICK'S QUIET PERIODS

As per our legal agreement with St Patrick's Church, noisy works (or likely to generate vibrations) are NOT PERMITTED across the site during the following periods:

MONDAY TO FRIDAYS   12.45 to 13.15

SATURDAYS   18.00 to 19.00

SUNDAYS   11.00 to 12.00 & 17.00 to 18.00

Works likely to generate significant noise and/or vibrations will not be permitted, especially when in close proximity to the Church. This includes:

- ❖ Breaking out of concrete with hand or machine tools
- ❖ Demolition works
- ❖ Vibratory or impact piling
- ❖ Rotary piling within 30m of church
- ❖ Compacting ground – vibratory rollers
- ❖ Power saw cutting or similar noisy operations – wood or concrete
- ❖ Concrete pokers within 20m of Church
- ❖ Use of impact wrenches, nut runners, jiggers and similarly noisy power tools
- ❖ Any operation loud enough to require a noise assessment and / or the use of ear protection

Traffic management

Traffic management plan and holding bays

You should define how you intend to manage lorry movements to and from sites, as well as within, by recording them on a traffic management plan. This should also include details such as access/egress points, holding areas where relevant and safety control measures (including traffic marshals, cycle routes, protection for the public, contact points, dedicated parking areas etc.).

Why not use visual "cut-outs" to assist the general public to find their way around the boundaries of your site and/or to indicate crossing points or specific destinations. These signs are more likely to be noticed and have been highly commended by a number of local authorities.

Traffic routes

Traffic routes can be easily drawn on Google maps or Google earth views as shown in the examples below. These can then be added to your traffic management plans as well as displayed on your site notice boards. If your site is located near a school it is important to arrange your deliveries outside of school times, in agreement with the Head teacher.

Identification of road works and updated information on traffic congestion is a useful way of managing your deliveries to site. If you're based in London, an easy way to be kept informed is to sign up for regular newsletters from Transport for London by contacting freight@tfl.gov.uk. Alternatively, you can obtain live travel information through http://www.bbc.co.uk/travelnews/about.
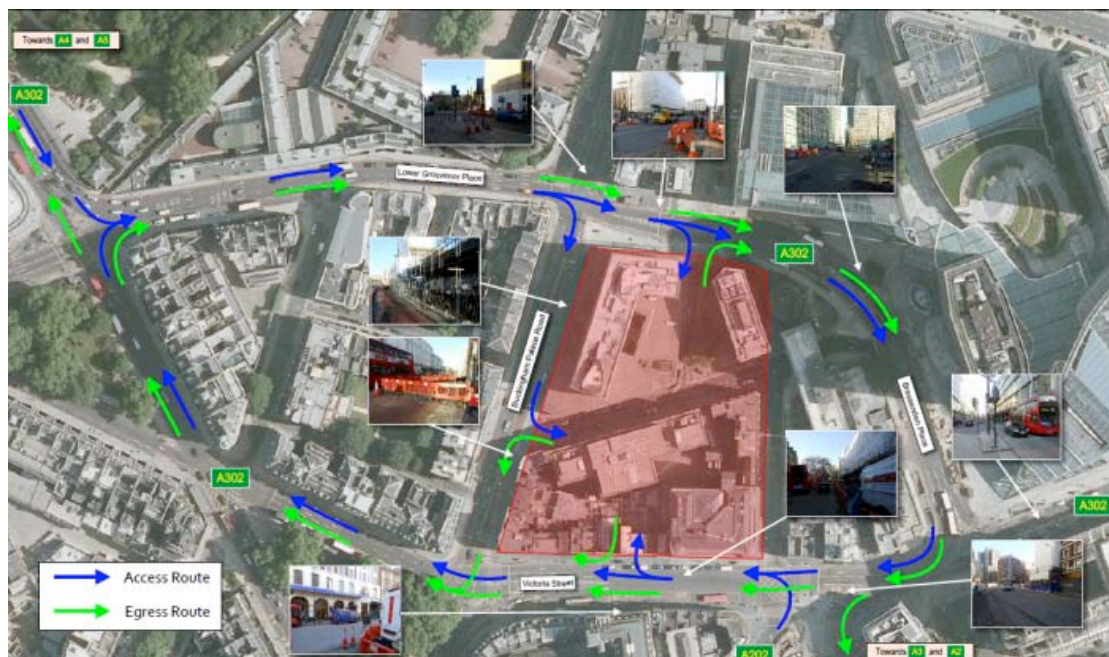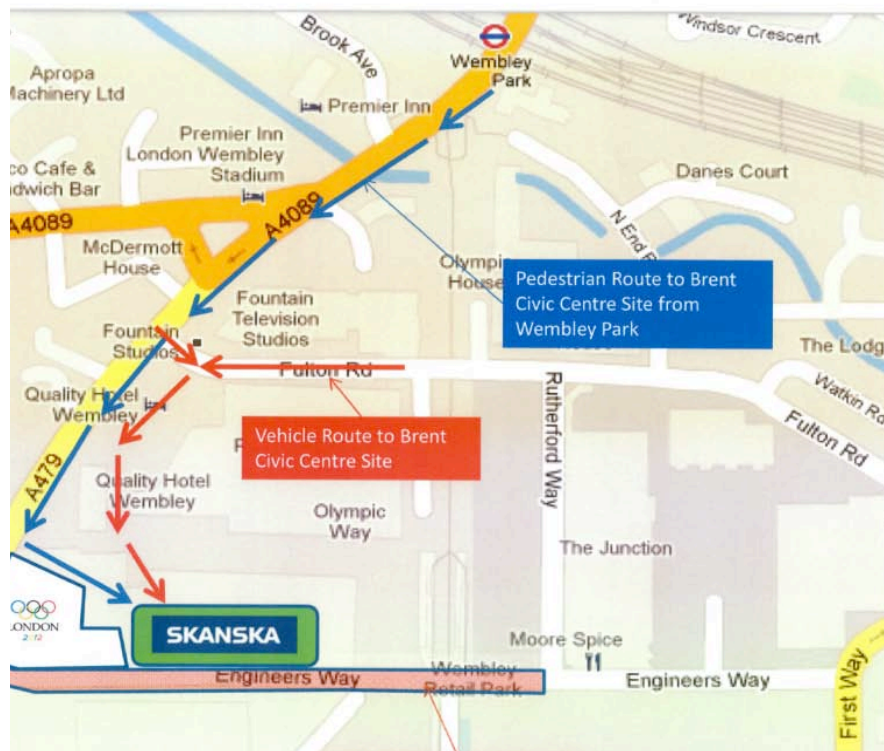
Cycle safety

Between 2008 and 2011, 56 per cent of the cycling fatalities in London have involved large commercial vehicles, including a number of construction vehicles. Consider the impact your work will have on the local network and how this could affect cycle safety. The following documents provide useful guidance on the subject:

-   Improving road safety through procurement:
    http://www.fors-online.org.uk/resource.php?name=Improving%20road%20safety%20through%20procurement

-   Cycle Safety Action Plan: http://www.tfl.gov.uk/assets/downloads/corporate/Cycling/Cycle-Safety-Action-Plan.pdf

Delivery management on-line systems

Lorry movements can be tracked on-line through systems such as Zone Manager, a multi-user planning and real-time operational tool that can be used in a variety of industry sectors, including construction. Your suppliers can book their deliveries on the system which you can then accept/reject/amend to best suit your site schedule. The system tracks distances travelled and related CO2 emissions.

http://www.logistics.co.uk/zone-manager
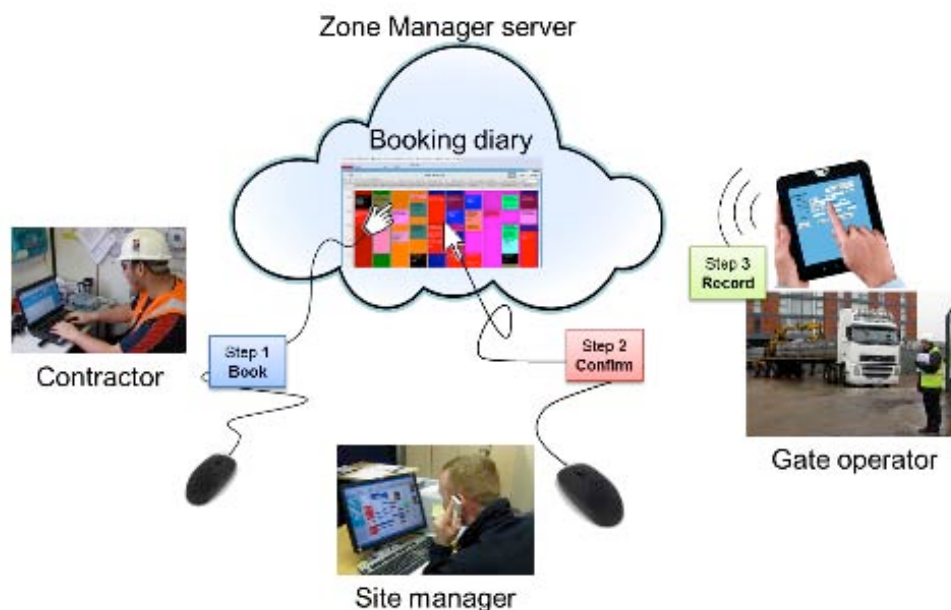
Consolidation centres

A consolidation centre is a distribution facility through which multiple material deliveries can be channelled to construction sites in a reduced number of traffic movements,. By using a central location, contractors are able to bring and store materials for re-use at a later stage and pick up other material/plant during the same journey, improving the overall resource efficiency of a construction project. According to WRAP (Waste and Resource Action Programme), and bearing in mind that data varies from project to project, using a consolidation centre can:

o   reduce freight traffic to site by up to 70%;
o   increase productivity of site labour by 30 minutes per day leading to a 6% productivity gain; and
o   cut waste reduction by 7-15% through less material damage and shrinkage

Concrete, steel, large items, full vehicle loads go directly to site when required

On site handling to the point of use including waste removal

Loads from suppliers are held on the Construction Consolidation Centre. Consolidated loads are picked and packed on request from site

"Milk round" may include other sites

CCC

SITE

Return trip may include waste removal to Waste Transfer Station

http://www.wrap.org.uk/sites/files/wrap/CCC%20combined.pdf

Contractors should always consider suitable locations where to store materials and/or equipment, with these being located away from sensitive receptors (e.g. residents) to avoid disruption. A dedicated storage area would eliminate / reduce the need to bring materials by road on a regular basis, hence reducing the likelihood of complaints from sensitive receptors as well as overall CO2 emissions related to diesel use.

4. Dealing with complaints

The impact of construction works can sometime lead to complaints, enquiries and feedback being raised by local neighbours and stakeholders. This can occur even when all possible mitigation measures have already been implemented on site. The focus should not be on how many complaints or enquiries a project receives, but how these are managed. A timely acknowledgement and response can play an important part of a successful community relations strategy. The bullet points below summarise some of the key actions to be taken for managing complaints and/or enquiries in an effective manner:

- Log all complaints, comments or enquiries. This can be done on a simple excel or word document or through Microsoft Access. Make a note of date, contact details, address, complaint details, who's dealt with it, response/preventive action and close out date

- Categorise complaints so that they can be filtered to show trends. This can be done through a simple excel spreadsheet or Microsoft Access. You can add a category for compliments too as it is as important to record these
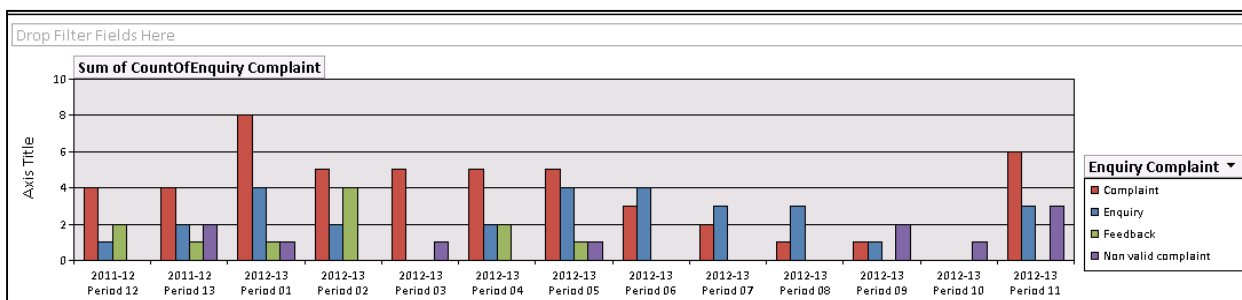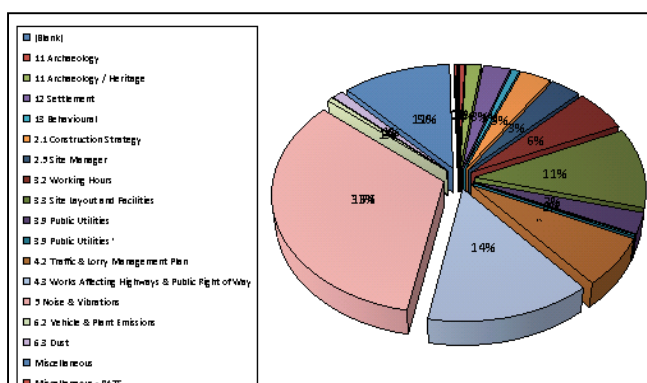
- If possible, try to close out all complaints ideally on the same day as they are received. If not, then as swiftly as possible. They should not remain unclosed for more than three days
- Where appropriate, arrange to visit the complainant in person
- Always report back to the complainant the action that has been taken and any preventative measures taken. If the complainant is not a recognised stakeholder, offer to add them to your list of newsletter recipients so that they can be kept informed of progress
- Where appropriate (depending on the nature of the complaint and the complainant) and at the Project Director's discretion, extend an invitation to the complainant to visit the site
- Where a particular trend seems to be developing i.e. persistent noise complaints, consider holding a consultation meeting. Invite the relevant parties so that the issues can be discussed openly and resolved amicably

5. Considerate Constructors Scheme (CCS)

The Considerate Constructors Scheme is the national initiative, set up by the construction industry, to improve its image. Sites and companies that register with the scheme are monitored against a Code of Considerate Practice, designed to encourage best practice.

You can register your project with Considerate Constructors Scheme at www.ccscheme.org.uk

The Scheme aims to:
- minimise disturbance or negative impact
- eradicate offensive behaviour and language
- recognise and reward commitment

Registered projects are monitored for compliance with the scheme's code of practice once or twice per year dependent on project duration.

Since the 1st January 2013, all registered sites are being assessed with the CCS scheme's new five-point Code of Considerate Practice. A new supporting Checklist has been developed as well as a new report template.

This chapter provides a summary of the key changes introduced with the new system, and how they will affect contractors on sites.

CCS undertook a root and branch review of both the former code and checklist in order to:

- Ensure they were still relevant
- Remove any confusion/overlap in the documents
- Ensure the "bar remained high"

As a result of the review, the following changes were introduced to CCS documentation:

- Documents were streamlined, making them simpler and clearer
- The Code of Practice was revised from 8 to 5 themes:

Themes old code	Themes new code
1. Considerate 2. Environment 3. Clean 4. Good Neighbour 5. Respectful 6. Safe 7. Responsible 8. Accountable	Enhancing the **APPEARANCE** Respecting the **COMMUNITY** Protecting the **ENVIRONMENT** Securing everyone's **SAFETY** Caring the **WORKFORCE**

- The scoring was revised from 5 points to 10:

New scoring	
1	Gross failure
2	Failure
3	Major non-compliance
4	Minor non-compliance
5	Compliance
6	Good
7	Very good
8	Excellent
9	Exceptional
10	Innovative

Checklist and scoring explained

The new CCS monitoring process includes a more targeted checklist which is now capped at 50 questions, 10 per theme, considerably reducing the previous checklist which had over 100 questions.

Within each of the themes questions 1 to 4 requires a yes/no assessment (e.g. '*Does the site appear well organised, clean and tidy?*')

Questions 5 to 10 ask '*how*' and '*what*' is in place to achieve a particular standard (e.g. *What arrangements are in place to ensure that the public and visitors see a site that is organised, clean and tidy?)*

In summary, the new CCS monitoring process means that it is now more challenging to achieve a good score and it is hoped this will further drive improvements across the industry.

You can refer to the CCS website for the latest news, including quarterly spotlight themes and examples of innovative initiatives implemented on site: http://www.ccscheme.org.uk/

'Spotlight on... cycle safety' aims to raise awareness of the issue of cycle safety and to share best practice. Ultimately, this initiative seeks to raise standards where necessary and reduce and prevent fatalities and injuries resulting from accidents between cyclists and construction traffic.

Many construction sites are already taking action to reduce the risks to cyclists but the whole industry needs to come together and collectively address the issue. It is the responsibility of every construction site to do what they can to ensure the safety of cyclists around construction activity.

The issue of cycle safety has received, and will continue to receive, much attention as the UK's cities encourage the use of bicycles. Mayor Boris Johnson wants London to be a 'cyclised city', where people can ride their bikes safely in a pleasant environment. With other cities following suit, it is important that the construction industry is seen to be taking a proactive approach, and leading the way in promoting safe cycling.