



**Industry image**

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## **March 2011 Issue 19**

## New 2011 Site Code of Considerate Practice and Checklist



For the first time in its history the Scheme has made changes to its Site Registration Code of Considerate Practice. Along with some minor rewording the main difference is in the changing of two of the Code headings with 'Safe' becoming 'Safety' and 'Cleanliness' becoming 'Appearance'.

These changes reflect a clarification of the Scheme's expectations and hopefully present a clearer understanding of what is required from registration. The move from 'Cleanliness' to 'Appearance' is to emphasise the Scheme's broader expectations of not just how clean a site is but more importantly how it presents itself, and the industry it represents.

The change from 'Safe' to 'Safety' is to clarify that the Scheme is looking at what safety systems a site has in place and how safety is promoted to the operatives, visitors and public. The Scheme is also looking as to whether a site has a proactive approach to driving up standards in safety.

All registered sites are monitored against this 'Site Code of Considerate Practice' by experienced Scheme Monitors through the use of the 'Site Registration Monitors' Checklist' that expands the eight point code into a selection of questions developed to ascertain the level of performance reached by the site.

Every year the Checklist is updated to take into consideration the ever improving standards of performance of sites. This is done through reviewing the current levels of performance of sites and through consultation with the Scheme's Monitors, Directors, Associate Members and Client Partners. Through this consultation process, each year the Checklist questions are revised and reworded with questions added or removed.

Within the Checklist, some questions are in bold type. These relate to activities and working practices that the Scheme expects all registered sites to have addressed and, in most cases, to have in place. To achieve compliance with the Code, a site must be able to say it has at least addressed all of these bolded questions. In

this case, the site should achieve a score of at least 24, depending on the extent to which these questions have been addressed. The questions which are not in bold relate to activities that the Scheme would like to see implemented to improve a site's performance and will in most cases warrant the site achieving a higher score.

The Checklist is not a 'tick' list and is designed to encourage open conversation between the Scheme's Monitors and those running the sites they visit.

To achieve higher scores, Monitors are looking for initiatives and activities that will go far beyond the basic expectations of the Code and, for the very highest scoring sites, initiatives that may not have been seen by Monitors before and can be considered exceptional and unique.

Edward Hardy, Scheme Chief Executive, commented "The aim of the Scheme is to instill a culture of continuous improvement on all registered sites and it is therefore vital that we are always looking at how we can raise the bar. The standards on sites today are barely recognisable from those witnessed when the Scheme started 13 years ago so it is essential that we continually review the Scheme's expectations to ensure they reflect these ever improving standards."

The new Code and Checklist came into effect on 1st February 2011 and will be applied to all new sites visited from that point forwards. Those sites who are already registered, and have already had a visit using the previous Checklist, will have any subsequent visits conducted using the 2010 Checklist to provide consistency.

[Please click here to read the Site Code of Considerate Practice](#)

[Please click here to view the Site Registration Monitors' Checklist](#)

[Please click here to view the Summary of Changes to the 2011 Site Registration Monitors' Checklist](#)

## Chairman's Introduction



With the industry reeling from the public sector cuts and the recession generally, it is with some pride that I look back on the Scheme's performance over 2010. We would have been grateful to have maintained our number of registrations at the 2009 levels, so for us to have increased the number of sites registering by over 20% can only be a huge endorsement of the value that is put on the benefits of the Scheme by the industry.

We have seen the first complete year of Company Registration, where smaller companies in particular can register, and benefit from the sound and practical advice provided by our specially trained Monitors. The year has produced some 300 company registrations and we are already seeing a steady increase in the numbers. It was also hugely rewarding that over 98% of those completing their first year have committed to continue their registration for the future.

The Scheme encourages others to perform to the highest levels and so it is only right that we should ourselves. To this end I am delighted to announce that the Scheme has successfully achieved the Investors In People accreditation, which builds well on the ISO9001 accreditation achieved in 2009.

Looking to 2011, as with most in the industry, we still have some concerns over the industry's workload but with our personal experience of the way the standards are being raised we have no doubts of the industry's ability to benefit from improvement to market conditions.

We will soon be acknowledging our 50,000th site registration, another landmark of the growth and importance of the Scheme. We are also starting to look further to the future and are in the process of re-evaluating the Scheme's Code and expectations to ensure they remain valid and best suited to achieve the Scheme's goal of improving the image of construction.

Our Company Registration is expected to grow as more and more companies will appreciate the benefits of registration. We also intend to use the information that we hold about these companies to give them greater marketing opportunities as we develop and promote our website to provide much needed information to the consumer.

I wish our readers every success in this market and our hopes go with you that you may look back on this time as the beginning of an improving situation where the benefits of all the improvements that you have made come to bear fruit.

A handwritten signature in black ink, which appears to read 'R. Biggs'.

**Robert Biggs**  
Chairman, Considerate Constructors Scheme

## 2011 National Site Awards



During March and April 2011, an estimated 3,000 guests will attend eleven lunch ceremonies to be held in Edinburgh, Manchester and London, where the Considerate Constructors Scheme's 2011 National Site Awards will be presented.

Over 640 winners have been selected from some 8,500 eligible sites to win Bronze, Silver or Gold Awards. One of the Gold winning sites will also be honoured with the prestigious accolade of the UK's Most Considerate Site 2011, along with those considered for the title receiving Most Considerate Site Runner Up awards.

Those that have been contacted already regarding potential National Site Awards will be contacted again in the next few weeks with a final decision and ceremony date and venue. The level of Award for every winning site will be revealed on the day of the ceremony.

Considerate Constructors Scheme Annual National Site Awards are given to only the highest scoring 7½% of sites, which have completed in the previous year. The Awards recognise sites' excellent standards of consideration towards their workforce, their neighbours and the environment.

Any registered site is eligible to win a National Site Award, providing that the site, or registered phase of it, has completed. An independent panel reviews all eligible sites and decides whether a site has reached the standard required to win a National Site Award and what level of Award it should receive. The selection is based on the points given by the Scheme's Monitor, as verified against the national marking averages, and only after approval from their client. Other points taken into consideration include the manner in which any complaints have been handled by the site.

Commenting on the forthcoming Awards, the Considerate Constructors Scheme's Chief Executive, Edward Hardy, said: "The National Site Awards 2011 are fast approaching. These Award ceremonies give us the opportunity to recognise the outstanding efforts made by contractors in reaching the very highest standards of consideration. This year we have seen some exceptional sites and I should like to congratulate all those who have been nominated for an Award"

Awards 2011 date and venues

Monday 28 March 2011, Edinburgh

Presenter: Michael Levack  
Chief Executive, Scottish Building Federation

Tuesday 29 March 2011, Manchester

Presenter: Julia Evans  
Chief Executive, National Federation of Builders

Wednesday 30 March 2011, Manchester

Presenter: James Wates  
Chairman, UK Contractors' Group

Thursday 31 March 2011, Manchester

Presenter: Don Ward  
Chief Executive, Constructing Excellence in the Built Environment

Tuesday 5 April 2011, London

Presenter: Sir Michael Latham

Wednesday 6 April 2011, London

Presenter: Harry Rich  
Chief Executive, RIBA

Thursday 7 April 2011, London

Presenter: Chris Blythe  
Chief Executive, Chartered Institute of Building

Tuesday 12 April 2011, London

Presenter: Peter Hansford  
President, Institute of Civil Engineers

Wednesday 13 April 2011, London

Presenter: Derek Bostock  
National President, Federation of Master Builders

Thursday 14 April 2011, London

Presenter: John Spanswick CBE  
Chairman, Bovis Lend Lease

Friday 15 April 2011, London

Presenter: Michael Ankers OBE  
Chief Executive, Construction Products Association

[Please click here for more information on the Scheme's National Site Awards](#)

## Examples of Good Practice

The Examples of Good Practice booklet lists initiatives and activities that the Scheme's Monitors have witnessed on site which merited a score of 5 in a given category. In this edition of Industry Image, we are focusing on examples from the Responsible category.



### Health and Well-Being

**Sites should be committed to the health and well-being of those they engage.**

- As the site was spread over a relatively large area, all operatives were issued with a handout, giving details of local A&E facilities, and maps showing routes to them.
- The site set up an initiative to tackle smoking related diseases amongst operatives and involved school children in preparing posters highlighting the dangers.
- A blood donor campaign was promoted, with operatives actively encouraged to take part.

### Security

**Sites should be secure at all times.**

- Where operatives were working in occupied residential properties, safes were provided for the valuables of concerned tenants.
- Operatives were provided with a 'passport' and helmet stickers as evidence of having successfully undergone the contractor's induction.

### Educational Visits

**Sites should engage with educational establishments to promote the industry in a positive way.**

- The site worked closely with a school, recruiting a group of student ambassadors to give presentations to the school and neighbours of the site about the project.

## Examples of Good Practice

- Selected pupils from the local school were invited to decorate part of the building as an introduction to the trade and a possible apprenticeship.
- The site provided an on-site skills centre and certain members of staff acted as career mentors in conjunction with the local college.

### Equality and Diversity

Sites should value the contribution and diversity of every individual with whom they work.

- Employment opportunities were offered through the local mission to help the unemployed and homeless back into the community.
- Operatives who had been let go or made redundant were helped to find work with other contractors and sub-contractors working on site.
- A learning disabled operative was employed and given help with obtaining his CSCS card.



For further information on Examples of Good Practice, [please click here](#).

## Complaints



Though the image of construction is improving, as validated by the recent Lychgate report also featured in this issue of Industry Image, the Considerate Constructors Scheme Freephone now and then still receives a few complaints about construction sites. When analysing the complaints we receive, we have found that 24% of these were regarding noise which made it the number one complaint. This was then followed by parking (15%) and dirt and dust (13%).

However, on nearly all occasions when we do receive a complaint, construction sites are more than willing to

resolve the situation with a satisfactory outcome for all parties concerned. When a complaint is received, the Scheme acts as a mediator between the complainant and the site manager and remains in contact with all parties until the matter is resolved to the complainant's satisfaction. Below is a selection of the complaints the Scheme has received and how the issues were resolved.

- A member of the general public called the Scheme to complain that a local site was doing some piling work early in the morning. After receiving the complaint, the Scheme's Public Liaison Officer spoke to the site manager and explained the situation. Though the site only needed one more day of excavation, the site manager agreed they would not start work until later the next morning. The Scheme contacted the complainant to explain what the site was going to do and when we contacted them again the following day they were delighted to report that the work had indeed commenced much later in the morning.
- A complaint was made that site vehicles were being parked in residential areas, blocking pavements and visibility, even though the local village hall had allowed the use of its car park during the project. A local resident complained to the site manager but after an initial improvement, vehicles returned to parking on the roads. The resident spoke to the Scheme who then contacted the site manager. The situation was explained and the manager agreed to put a notice up in the canteen to remind operatives about the parking arrangement. The site manager also held tool box talks with the operatives to discuss the problem. From that point on, the site manager continually liaised with the site's neighbours asking for comments regarding how the site was working within the local community and three months since the complaint, no more have been received. The Scheme's Public Liaison Officer kept in touch with the complainant throughout to ensure that the problem didn't reoccur. The complainant was pleased to confirm that the regular contact from the site manager had not only resolved the parking problems but had significantly improved relations between the site and the local community.

## Complaints

- A commuter called the Scheme to ask if we could arrange for the site manager to contact him so that he could discuss an issue regarding road sweeping. Everyday a road sweeper was used to clean around the site and the surrounding roads but it was at a time when traffic was heavy and children were being taken to school. The commuter did however praise the construction site for keeping the roads clear of dirt and dust but wondered if the road sweeper could operate at a later time to avoid disrupting rush hour. The Scheme's Public Liaison Officer contacted the site manager and after discussing the situation, the site agreed they would sweep onsite first which would ensure the road sweeper cleared the local roads after rush hour. The Scheme continued to stay in touch with the complainant who reported that the new arrangement was a complete success and there were no further issues to be concerned about.



Registering with the Scheme requires sites to be considerate towards the environment, the workforce and the general public. If you would like to know more information about the Scheme's complaints procedure, [please click here](#).

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[Please click here for more information on the Scheme's National Site Awards](#)

## Neighbour Questionnaire



The Scheme's Site Code of Considerate Practice includes being a Good Neighbour as one of the key eight areas in which it measures its mission in improving the image of construction.

A new Neighbour Questionnaire will be published very soon for construction sites to distribute to all local residents as a project nears completion. The questionnaire is intended to allow local residents to share their views and opinions on how the site has worked within its community. The form is to be sent to local residents who, after completing it, will return it to the site manager. It's an opportunity for the site to understand what they have done well on but also what they could have done to be better neighbours.

This questionnaire is to be used solely by the site so they can gain constructive feedback on how they have worked within their local community.

## A day in the life of a Monitor



Brian Jones has been a Monitor for the Considerate Constructors Scheme for over four years and has visited more than 500 sites mostly in and around Wales.

Brian has over 40 years of experience within the construction industry. His career began as an apprentice bricklayer before spending several years as a site manager and building surveyor. Over the last 20 years, Brian has focused on lecturing and delivering training programmes to help educate the next generation of construction workers and provide the skills and knowledge required to build a successful career in our industry. We asked if he could describe a day in his life to give an insight into what is involved in being a

Scheme Monitor.

**6.00 am**

I wake with sunlight pouring in through a gap in the curtains, quick look at the clock, may as well get up and finish that report I started last night, don't want any nasty emails from HQ for late return of reports! Anne is still fast asleep so if I want a cup of tea I've obviously got to make it myself.

**8.00 am**

Ready to leave, busy day today with four sites to visit.

**8.45 am**

Arrive at first site 15 minutes early to have a good look around the perimeter before entering the site. The site manager spots me and calls me over, can't believe how young he looks, he must be sixteen at the most, or is it that I'm getting old? He invites me into the office and pulls up a chair. His tone of conversation seems a bit familiar for someone I've just met for the first time. "My construction manager is an old colleague of yours," he explains, "He has told me all about you." Horror chills my blood. After forty years in the construction industry I have many skeletons in the cupboard - how much does he know?

We start the going through the check list but progress is very slow as for every question I ask he asks two back, wanting advice on every aspect of site management. At this point a very elderly gentleman dressed in a high visibility jacket stumbles through the site office door. He stretches out his hand and with a big smile he shakes my hand vigorously. "Hello Brian, it's lovely to see you after all these years!" I look at him in utter bewilderment; his handshake loses momentum and his smile slowly fades. "You don't remember me do you?", "Umm....sorry... no I don't" is my reply. "I'm David..... David Williams, I was a trainee site manager under you back in 1975", If this old man was my trainee, it's confirmed, I am getting old!

A vague recollection comes back of a young carpenter who had just been promoted up to trainee site manager, "Oh yes of course", I reply. "We were on a large housing project in Cardiff, but you were only there for a couple of months before I left for another company". We reminisce for a few minutes and then carry on with the Checklist. This unplanned meeting had delayed me half an hour so I have to get a move on.

10.55 am

I arrive at the second site, a new science block on a university campus. I've been given instructions to park in the staff car park at the rear but as I approach the car park there are two people standing at the entrance, a car park attendant and the other I recognise as a site manager from a previous site. As I turn in to the car park the site manager steps into the middle of the road with his hand up like a traffic policeman, "You can't come in here" he bellows, I turn the window down and once again he says, "you can't come in here, we're expecting Royalty any minute, you'll have to park somewhere else!" There are several sites under construction in the university so I assume this guy must be working on another site.

Now I'm in a pickle.

If I park in the university campus I will suffer the wrath of a bunch of marauding psychopathic wheel clampers. As I consider my situation the car park attendant looks down his clip board and says, "we have space for just one more down the bottom." I gratefully accept his offer and park the car some 50m away from the entrance.

I retrieve my helmet, jacket and file from the boot and start walking back towards the entrance. I can see the two men still chatting away but as I get within some 20m the chatting stops; nearing 10m the site manager raises his both arms and gasps, "you're him, oh no, you're him aren't you?" Unsure of how to react I reply, "If you mean the CCS monitor, yes I am". The site manager looks horrified and spends the next 5 minutes apologizing profusely. As we walk up to the site office I try to reassure him that I found the situation amusing and was not offended. The guy is very well organised and the monitoring visit goes well. He later escorts me back to the car with what I can only imagine is considerable relief.

12.35 pm

Now I'm back in the car I switch on my mobile phone and have discover a voice mail. It's the site manager of the next site cancelling our visit at the last minute - a situation that happens with unfortunate regularity. Too far from home to return and unable to bring the fourth visit forward, there is nothing for it but to sit in the motorway services for two hours or so drinking coffee and reading newspapers.

2.45 pm

Arrive at the last site. Have a quick look around the boundary and then enter the site manager's office. "We need 36 points for BREAM", someone grows from out of a corner of the cabin, Mmmm....I think.... to myself, no chance of a cup of tea here then. There is a welcoming committee of six people made up of client, architect and site staff. I decide to spend five minutes or so explaining the scoring system before going through the Checklist.

"Well, have we got our 36 points or not?" barks the company owner on completion. I struggle with my conscience for a moment. Do I give him a broadside and tell him what I really think or better still, remember that I am representing the CCS and remain restrained, calm and professional. I quickly scan through the answer sheet, "I will do my best" I reply, "but I'm afraid a score of 30 or 31 points is as much as you can expect today". "What, well what's wrong with our site then?" he snarls. I try to explain that there is nothing wrong with their site, it appears clean, tidy and is reasonably well presented, but your site is no different to 80% of other sites and to achieve higher scores you need do a lot more. I take the initiative and ask "can you tell me what you are doing with neighbours, the environment and the wider community which could earn you a higher score?" There is a moment or two as this fuming man struggles to find something appropriate to say. I eventually put him out of his misery and offer my business card. "Well, if you can think of something within the next 24 hours let me know and I will include it in the report" I reply and leave them with plenty to think about.

**5.30 pm**

I eventually arrive home, sit in the car for a few moments wondering if I could have handled today's events any better and eventually decide I did OK and enter the house. Delicious smells of garlic and herbs fill the air. The fire is crackling, there is a glass of wine waiting for my and Anne is looking fabulous. Supper!

CCS... What CCS?

## New Associate Members 2011

The Scheme is pleased to report that a further three companies have joined its Associate Membership initiative this year so far, bringing the total number of Associate Members to 47. They are: Grehan Contractors Ltd, Henry Boot Construction and RG Group.

Associate Member companies are those who have proved their commitment to improving the image of the industry through a high number of registrations that have consistently performed to a high level. Associate Membership provides a key link between contractors and the Scheme and allows for member companies to voice their opinions about how the Scheme can continue to improve the industry's image.

Associate Members agree to register all their sites with the Scheme, for a period of three years, and to comply with all aspects of the Scheme's Code.

In return the Scheme will publicise the company's Associate Membership, provide bi-annual meetings/dinners to discuss Scheme issues and supply monthly benchmarking information and statistics comparing the Associate's scores with the national averages.

### Grehan Contractors Limited



Grehan Contractors Limited recognise that the general perception of the construction industry is often poor. The values that the CCS promote most certainly lead to improved performance, higher standards and a greater understanding of the environment and communities we work within. Embracing the values can only make us a better business.

We are delighted to be an Associate Member of the CCS.

Nick White  
Commercial Director

### Henry Boot Construction



Henry Boot Construction is delighted to be one of a select number of high performing contractors to become Associate Members of the highly regarded Considerate Constructors Scheme. We are committed to playing our part in improving the image of the construction industry, reducing impact on the local community and wider environment, and look forward to contributing towards the future development of the Scheme to drive good practice.

Simon Carr  
Managing Director

## RG Group



RG Group is delighted to become an Associate Member of the Considerate Constructors Scheme following a long standing relationship since registering our first site back in 2001. Our commitment to the Scheme is paramount in the delivery of our projects and its core values align with our own to form an integral part of our Corporate Social Responsibility policy, which is upheld and delivered by every member of our team.

RG Group is proud of our environmental practices, health and safety records and being Considerate Constructors, and we strive to leave a positive impression on the local areas in which we work. We believe that by working with consideration and respect for the neighbourhood and our workforce, we create a safe environment and projects of which not just the team, but the community as a whole, can be proud of. Our drive now that RG Group are Associate Members is to surpass our already high standards. We look to instigate and lead the positive changes we would like to see in the industry and to instil our passion and enthusiasm into those we work with. Combined, these efforts will convert into an industry of which the nation can be proud.

I personally look forward to working with the CCS to continue 'improving the image of construction' by sharing best practices and positively promoting the Scheme to the public and the industry.

**John Casey**  
Director

To find out more information about the Scheme's Associate Membership and to see a full list of Associate Members, [please click here](#).

## High performing Associate site



Associate Member BAM Nuttall recently received an exceptionally high score for the regeneration of Wolverhampton's city centre bus station, the Wolverhampton Interchange.

Since the Scheme began in 1997, BAM Nuttall have registered 349 sites as well as becoming an Associate Member of the Scheme. Becoming an Associate Member means that the organisation has proved their commitment to improving the image of the industry through a high number of registrations that have consistently performed to a high level. Associate Members agree to register all their sites with the Scheme and to comply with all aspects of the Scheme's Code of Considerate Practice.

A recent Monitor site visit awarded the Wolverhampton Interchange project a score of 39.5 out of 40 in the site's assessment of compliance against the Site Code of Considerate Practice.

Below are a few of the examples of good practice which were seen by the Monitor.

### Considerate

- Double glazing provided to the Crown Court adjacent to site to help minimise noise.
- The Gingerbread charity invited to site to discuss their services and how they could benefit the sites single parent workforce.

### Environment

- Signed up to Wolverhampton travelwise, a council initiative to reduce carbon emissions.
- Sub-contractor's travel monitored and recorded for carbon emissions assessment.

## Appearance

- Continuous road sweeping using grey water harvested on site.

## Good Neighbour

- Display of art work from Wolverhampton University art students for sale with 10% to charity.
- Drop in 'Job Shop' provided and local labour employed by sub-contractors.

## Safety

- Turnstile access with iris recognition - only inducted and registered personnel can gain access.
- Safety induction translated into many languages.

## Responsible

- Free locally purchased fruit available and a site vegetable garden maintained.
- Financial advice clinic every two weeks.

## Accountable

- Scheme expectations communicated to everybody at induction.
- Scheme discussed at client meetings; clients fully supportive and appreciative of the benefits.



*Please note that replicating the above will not necessarily gain a high score, only those sites who are deemed to have implemented exceptional or unique measures will warrant the highest scores.*

## Leadbitter Case Study



The Considerate Constructors Scheme has gone from strength to strength since its beginnings in 1997 to raise the standards in the industry in its mission to improve the image of construction. Leadbitter Group started registering with the Scheme from 1997 so we thought we would take the opportunity to ask the organisation how they have improved throughout the years with the help of the Considerate Constructors Scheme.



### 1. Leadbitter as a company have really progressed in recent years, why do you think this is?

We feel that the reason for our progression has been the way that we have prioritised our core value of respect – for the environment, our colleagues, our partners, our visitors and the communities in which we work. To support this, since 2006 we have established and increased the size of our community engagement team, providing a dedicated community resource in every division of

Leadbitter. This team has brought additional focus to showing full respect to the communities in which we work and provides support to our site teams enabling them to improve their performance in connection with their individual sites. The team also leads the way in sharing good ideas and best practice. The added impetus of registering all our sites with the Considerate Constructors Scheme has provided independent support and advice to our approach. The objective assessment of progress enables us to review and promote good practice, addressing any issues.

### 2. What new ideas and initiatives have you put in place to bring about this improvement?

- We distribute bespoke newsletters in connection with every site which provide contact details, programme and progress information, health and safety advice and much more. During 2010 we distributed newsletters to in excess of 18,250 households surrounding our projects.

- Our commitment to informing children of the dangers associated with construction has meant that during 2010 we made health and safety presentations to over 13,000 pupils throughout England and Wales.

- Our commitment to accountability has led to the introduction of community satisfaction surveys designed for circulation during and upon completion of projects. These surveys are reviewed and acted upon. We also have introduced site satisfaction surveys for operatives and suppliers to our sites.

- Our commitment to health and safety has led to the introduction of an easy, anonymous way for anyone— staff



or visitor – to report a health or safety concern on site. Our ‘Take Action Now’ initiative encourages the reporting of any concerns and issues on an easily available and easy to complete card.

The card is deposited in a secure collection box, which is checked by the site H&S Manager, who investigates every report and ensures corrective action is taken. Feedback is displayed on issues reported and action taken.

- Project Waste Management Plans are developed from the beginning of each project to reduce and eliminate waste throughout the design, planning and construction period.
- A focus on the health of site workers, which has included providing information on stopping smoking, dehydration and prostate cancer.

### 3. What, if anything, have you changed or stopped doing?

In addition to improving the overall image of our sites, we’ve done extensive work to improve their practical function in terms of providing pedestrian walkways, appropriate parking, designated delivery routes, holding and loading areas and access for people with mobility issues.

### 4. When did you start registering sites with the Scheme?

We registered our first site in 1997 and became an Associate Member in June 2008.

### 5. How do you think the Scheme has helped you in becoming one of the top performing contractors in the industry?

The visits by CCS Monitors to our sites provide us with a structured approach and an independent assessment of our performance, enabling us to share good practice, innovations and address any shortfalls. In addition, the national recognition of the Scheme provides further encouragement and a certain amount of competitiveness for improved performance by our site teams.

### 6. Why do you register your sites with the CCS?

Leadbitter fully supports the aims of the Scheme and, as stated above, it provides us with a structured approach and an independent performance assessment which helps us continually improve.

### 7. What are the benefits to your company of using the Scheme?

- Structured approach and an independent assessment of our performance
- Support of core company beliefs
- National recognition
- Additional BREEAM and Code for Sustainable Homes points



8. What has been your greatest success under the CCS? And how did you achieve this?

Our greatest success has been continually improving our CCS scores year on year, which has resulted in a number of National Site Awards.

9. In what ways do you think the Scheme's Site Code of Considerate Practice is important in today's society within the industry?

The Code is particularly important in times of recession and austerity because even if clients are focused on keeping costs down by selecting the lowest bid, the Code helps ensure that the quality remains high. The Code also supports social and environmental sustainability, which are high in our core values and on the agenda of our clients and funders.

10. Have you put any initiatives in place that are not covered under the Scheme?

While Leadbitter strives to minimise and eliminate waste wherever possible, in cases where this is not 100% possible, we utilise reverse logistics. This means that the same vehicle that delivers a product to site takes away the waste material for re-use or recycling. The advantages of this approach include waste diverted from landfill, reduced carbon footprint, reduced vehicle visits to site and financial savings.

If you have an interesting story and would like to be featured in Industry Image, please contact us at [ii@ccscheme.org.uk](mailto:ii@ccscheme.org.uk) .

## Bovis Lend Lease Case Study



In 2012, London will be hosting the Olympic and Paralympic Games. Bovis Lend Lease, who is an Associate Member of the Considerate Constructors Scheme, is currently involved in a project which will deliver 2,818 new homes in the Village. The Considerate Constructors Scheme is proud to be part of the construction of the Games and the project is a great advertisement to the world of how construction can be more considerate.



We asked Andrew Kinsey, Senior Sustainability Manager at the Athletes Village, to tell us more about the project and how registering with the Scheme has benefited the site.

**In your own words, what does this project involve?**

The project is a major urban regeneration scheme delivering 2,818 new homes that will initially be used by 17,000 athletes and officials attending the London 2012 Olympic and Paralympic Games. After the Games, the Village will transform into a new residential community with good quality homes and access to fantastic facilities.

**Are there any major differences with this project, and ones you have worked on previously?**

My previous involvement in projects has been in a visiting/advisory capacity, so this is the first time I've been involved in a project full time. Even large developments I've worked on do not compare with the scale, magnitude and prestige of this project. The sheer volume of construction work being undertaken in the timescale we have and to the high sustainability, health and safety, quality and diversity standards are beyond comparison.

**What challenges do you anticipate you will face (or have faced) with this project?**

Delivering the project to achieve Code for Sustainable Homes Level 4 is a large challenge. Many of the architects are familiar with BREEAM and EcoHomes and can design a building to achieve the standard, but may be unaware of some of the detail of the Code assessment, whereas contractors are generally inexperienced with regard to the post construction assessment.

Ensuring up to 5,000 people and all of the materials and equipment needed can get to and from site also poses tremendous challenges in terms of logistics, safety and potential nuisance to the surrounding community.

The requirements of the Considerate Constructors Scheme which challenges our thinking, collection and measurement of environmental metrics and data against defined targets, plays a part in achieving this.

## What added pressures have you felt, if at all, being as this site is an Olympic site?

Understandably, there's a great deal of external interest from organisations, and this has to be managed carefully and effectively. External audits and information requests are a feature of this project due to its high profile. Many enquiries are the result of being part of the wider Olympic Park, such as audits by CLM, ODA and the Commission for Sustainable London. However, we also get additional audits due to the programmes we choose to be part of, such as the Project FSC certification programme.

## How have you implemented the requirements of the Scheme?

We have achieved good scores so far in the implementation of the Considerate Constructors Scheme, and the project is amongst the highest achieved of any Olympic Park contractor. Aside from registering the BLL managed works, we also require each Tier 1 contractor to register their own plot. We achieved a Gold Award in 2010 in recognition of our efforts.



CCS is identified as a key issue through inductions and specific toolbox talks with the workforce. We also have numerous posters and banners to promote the Scheme.

Some innovative features of this project which help improve the image of the industry include:

- Using gas rather than diesel generators, and use of carbon accounting to demonstrate a business case.
- Use of rail head to avoid road transport and eliminate thousands of tonnes of CO2 from transport.
- In situ treatment of Japanese Knotweed (eliminating waste & reducing CO2 from transport).
- First class, excellent welfare facilities with showers and toilets (including squat type) - the first temporary site offices to achieve a BREEAM In-Use assessment rating.
- Piloting the BREEAM Communities standard prior to its official launch.

tilation

- Introducing new products such as LED lights in the apartments (reducing consumption by 85%) and ven with heat recovery systems (which are over 90% efficient).
- Halal and vegetarian options in the canteen.
- Extensive community consultation including site visits.
- On-site multi-faith chaplain.
- Branded roadsweepers (including CCS logo) that patrol the site and visit nearby roads.
- Dedicated bus service for staff.
- Lean construction training for all staff (NoWaste programme).
- Trialling of new LED lighting and hydrogen fuel cell generator for temporary use on site.
- A freely available medical centre on site (Village Health) which provides treatment, care and proactive ill-health prevention programmes.

## What do you see the benefits are in signing this project up to the Scheme?

- The third party certification is valuable evidence that we are acting in a considerate and responsible manner.
- It contributes towards achievement of the Code for Sustainable Homes and BREEAM credits which are a deliverable requirement on this project.
- As an organisation who aims to be a leader in sustainability, it is a good means of measuring our performance against our industry peers.
- It is a positive scheme which celebrates what the project is doing well and as a result promotes an improved image of the industry.
- Reward and recognition are directed at those who are directly involved in the project.
- CCS scores can promote a positive competitive element amongst different projects.

## What do you find challenging about meeting the Scheme's expectations?

Achieving scores of 4 or 5 is now much more difficult, as we must continually develop and implement innovative ideas to achieve these high marks. However we welcome this challenge, as it helps us raise the bar and contributes towards the Scheme's aim of improving the image of the industry.

## Who do you think will benefit from this site being registered with the Scheme?

The client will benefit from the Scheme as there is a planning condition to achieve Code for Sustainable Homes Level 4, and the Considerate Constructors Scheme scores help achieve this.

By encouraging a high standard of welfare facilities to be provided, the Scheme will also benefit the 5,000 people on site. By making it a more pleasant experience, it encourages the workforce to want to come and work on this site. In turn, this has benefits for the employers and the client in terms of retention of staff and improved levels of motivation and productivity.

There are also benefits to the local community. Being responsible and considerate to the needs of the neighbours' means any negative impacts will be minimised and reduced, and importantly any concerns they have are quickly identified and addressed.

## Which sections of the Site Code of Considerate Practice are most relevant to this project, and why?

Environment and Safety are directly relevant to this project as the project aim is to achieve exceptional standards in all that we do. These are critical success factors in determining whether we have been a success in our ability to win future work as a result of our experiences.

The Considerate and Accountable sections of the Code are also relevant in terms of how we communicate and respond to the needs of the local community, the 5,000 people engaged in working on the project and the diverse range of other stakeholders that have an interest in the project.

We are very proud of our involvement in the Scheme on many different projects and as one of the Founder Associate Members. We make great efforts to ensure we provide the type of top class facilities and implement safety, environment and community relations initiatives which will help us achieve high marks in the assessments.

## Associate Members' meeting

The Considerate Constructors Scheme recently held another of its bi-annual meetings with its Associate Members at Coombe Abbey hotel, Coventry, on 16th November 2010.

Representatives from 34 Associate Member companies and Scheme Directors met to discuss and develop a Terms of Membership and structure for future Associate Member meetings. The meeting was opened by Scheme Director, Nigel Marks, who introduced new Associate Members Surgo Construction Ltd, Shaylor Group, Bullock and Balfour Beatty Major Civil Engineering Ltd and each company was presented with a plaque to recognise their membership. Following this, Edward Hardy, Chief Executive, then gave a Scheme update presentation.

The Associate Members were then split into 4 working groups to discuss possible future amendments to the Site Registration Monitors' Checklist and the Site Code of Considerate Practice, as well as the format of future Associate Members meetings and how it could be changed, in view of the increasing number of members.

Members then fed back to the whole group and various opinions were shared amongst the Associates. Most members felt the meeting should be longer and consist of break out groups, which many felt were the best way to interact with others and for sharing best practice.

The Scheme will take into consideration all ideas and suggestions from the Associate Members for future meetings, and will implement the new structure at the next meeting, scheduled for June 2011.

The meeting was then followed by an informal dinner, which provided the attendees with an opportunity for further discussion.

Edward Hardy, Scheme Chief Executive commented: "As the Associate Member group expands, the Scheme realises the importance of changing the format of the meetings to accommodate the size and ever changing needs of the group. This meeting was one of the most successful and productive meetings we have had with our members and only proved to highlight how important the opinions are of our Associate Members in driving the Scheme forward."



## Membership awareness



Each year the Scheme looks to raise its own profile and in particular that of its registered sites. To help with this the Scheme has come up with some new initiatives that will increase awareness amongst the general public from the 13% who already say they know of it.

Earlier this year, the Scheme decided to pilot a new initiative whereby site registrations with a contract value of between £100,000 to £500,000 were offered a small banner to use on the site. This pilot is already a great success and as a result of this, the Scheme is looking to put in place other initiatives which will

help to promote and publicise its aim of improving the image of construction to the general public.

Scheme banners have already appeared unexpectedly in coverage of sporting events such as the London Marathon, so this presents a great opportunity to promote the Scheme and its mission. We will be looking to contact sites where there are opportunities to further raise the profile of the Scheme through the prominent placement of Scheme signage.



In the continuing effort to raise awareness and promote the Scheme, there is the prospect of taking a stand at industry events. The aim is to raise the Scheme's profile to different groups of industry representatives.

The above are just a couple of ideas that the Scheme is looking to implement. Finding new ways to promote the Scheme will only serve to achieve a greater understanding of the Scheme, the industry and the efforts made by member sites to improve their and the industries image.

Looking ahead to 2012 the Scheme is planning a large national marketing campaign to raise awareness of the incredible efforts and achievements made by its registered companies and sites.

## 2011 media lunch



The 8th annual Media Lunch took place on 8th February at the Ivy restaurant in London, where members of the press joined the Considerate Constructors Scheme's Directors and management to discuss the Scheme's progress.

At the lunch, the Scheme's Chairman, Robert Biggs, told the gathered journalists about Scheme developments during 2010 - including the unexpected 20% increase in site registrations resulting in the Scheme's best ever year and the recent registration of the 50,000th site.

John Spanswick, Chairman of Bovis Lend Lease, then spoke about the links between the Scheme and the construction industry. He talked about how the CCS has positively influenced the industry over the past 13 years and how this gradual progression will hopefully see the end to the notorious 'Cowboy Builders' who create the most damage as to how the industry is perceived by the general public.

All those who attended received press information about the upcoming 2011 National Site Awards as well as details of the new Site Code of Considerate Practice for 2011 and the revised Site Registration Monitors' Checklist which were both introduced earlier this year.



## The image of the industry



The Considerate Constructors Scheme commissioned Lychgate Projects Ltd to carry out a survey in order to gauge the general public's view of the construction industry. This is the third consecutive year that the CCS has worked with Lychgate in order to identify the perceptions of the public regarding construction.

Research with the general public was carried out by means of a consumer omnibus panel, where questions were put by telephone to a nationally representative sample of over 1,000 people. This survey provided useful information on the attitude towards the industry for benchmarking purposes, and will allow the Scheme to monitor changing views over time.

The Scheme is pleased to announce that, overall, in its mission to improve the image of construction, the public's impression of the construction industry has improved in 2010 against the previous two years. There has been a 12% increase in the number of people who now have a better impression of construction. Those interviewed who had a particularly positive impression of the construction industry have risen from 31% to 40% in 2010.

Though the same aspects of the industry which annoyed respondents last time still featured in this survey, they have become less annoying to the public. Delays caused by traffic (34% but was previously 37%), construction vehicles and cars parked around sites (32% but was 39%), mud and dust around sites (25% but was 30%), poor pedestrian routes around sites (25% but was 27%) and noise (23% but was 30%) were the top 5 annoyances of construction. The participants of the survey were less annoyed about the above points than last year but there is still room for improvement and a reason to be more considerate.

The Scheme itself can also report on good figures. The Scheme has increased its awareness; 46% of site workers are now aware of the Scheme and its role within the industry as opposed to 27% recorded last year. A larger number of contractors using the Scheme agreed that the industry is benefitting from it and as a result of this, 68% of people say that working practices have improved, compared to 64% in 2009. Contractors would also strongly recommend the Scheme (62% against 58% last year) and so too would Associate Members with 71% against 65% last year.

Asked whether the Scheme is fulfilling its mission in improving the image of construction, more people agreed than in 2009 which shows the Scheme and everyone who has joined it, are making a difference in improving the image of the industry.

## The next generation



Since the last Industry Image, the Scheme's educational presentations to colleges and universities have continued to be a success.

The Scheme has now seven regional presenters who tour their local colleges and universities, promoting the mission and values of the Considerate Constructors Scheme to the next generation of construction industry professionals. Over the last few months, the Scheme has presented to twelve colleges and eight universities to students who are currently studying construction. This is a fantastic opportunity for the Scheme to explain what it does and the benefits which are gained by registering while the students are learning the profession so that they are aware once they begin their career.

Colleges which have seen recent visits by some of the Scheme's presenters include: Darlington College, Stockport College and Birmingham Metropolitan College.

Universities include: University of Bristol, University of Loughborough and Coventry University.

Presenter David Watson, who recently visited the University of Salford, commented that the presentation was exceptionally well received by the students and that even now, information on the Scheme is already proving to be very relevant in their studies. He commented, "it was gratifying to see the next generation of construction workers show a real interest in learning how their work can impact on the general public and the environment, exploring ways in which they can work proactively to address the potential problems faced by the modern construction company and work in a more considerate manner."



## Help Ivor Goodsite Hunt The Hazard!



Construction industry mascot, Ivor Goodsite, will soon be launching a new 'Hunt The Hazard!' sign which can be placed on a site's hoarding.

The sign has been designed to show a younger audience why it is dangerous to play on building sites by highlighting a number of potential hazards. The sign includes a colourful A1 poster which depicts 16 examples of dangerous situations which may hurt or injure a child if they consider playing on a site. The sign is a fun way for children to identify the dangers which may arise within a construction site and in the process, raise their awareness of why a site is not a safe place to play.

The sign will be officially launched later in the Spring of 2011 with the signs being available to purchase via the Considerate Constructors Scheme administration office.

Edward Hardy, Chief Executive of the Scheme, commented, "Ivor has developed at an extraordinary pace over the years and he now visits hundreds of events each year across the UK. One of Ivor's key ambitions is to improve safety awareness, not only for the operatives and others working on sites, but also for members of the general public and in particular children, who by their very nature are curious and may view building sites as potential playgrounds. By highlighting the common dangers often found on a typical site in such an vibrant format, Ivor hopes to engage this younger audience and to raise awareness of the potential dangers. This new hoarding sign will hopefully be used by construction companies and sites across the country, in conjunction with their own initiatives, to attract and engage the local community. Ivor has many other plans in the pipeline to develop even greater awareness of construction safety with children and we are delighted to be able to assist him in any way we can."

For further information on Ivor Goodsite, and to explore an online version of this poster when it is launched, please visit [www.ivorgoodsite.org.uk](http://www.ivorgoodsite.org.uk) or you can email Ivor on [enquiries@ivorgoodsite.org.uk](mailto:enquiries@ivorgoodsite.org.uk) .

## Ivor makes a surprise visit



Industry mascot, Ivor Goodsite, made a surprise visit to Fairfield Primary School in Stockton-on-Tees to help present prizes to the winners of a site safety poster competition.

ISG plc is currently on site at the school carrying out a project to upgrade and modernise the facilities. While the project is taking place at the school, pupils were invited to design a poster to help warn of the dangers posed by construction sites, with the very best entries set to be used by the contractor to help keep people safe across its UK sites. Ivor Goodsite was invited to join ISG plc in presenting a prize to the winners of the competition, along with a framed copy of their winning entry.

If you would like Ivor to make an appearance with you, please email him at [enquiries@ivorgoodsite.org.uk](mailto:enquiries@ivorgoodsite.org.uk) .

Alternatively, please visit Ivor Goodsite at [www.ivorgoodsite.org.uk](http://www.ivorgoodsite.org.uk)

## Ivor helps with health and safety



Industry mascot, Ivor Goodsite, joined Morgan Sindall to give a health and safety presentation to pupils from Whitley Park School in Reading. The company is currently working at the school to build two new single-storey extensions and refurbish some of the existing buildings. Morgan Sindall took the opportunity to advise pupils on how to stay safe around construction sites while the building work is taking place.

During the visit, pupils were informed about the possible dangers that building sites can present and why it is important to understand safety warnings. The pupils had the opportunity to try on some of the special protective clothing worn by construction workers and were asked to draw pictures of Ivor Goodsite, with the best entries receiving a prize.

Head teacher Ann Tanner commented, "the children loved meeting Ivor in school and the interactive presentations were both enjoyable and gave a serious message. I recommend Ivor's website as being well worth a visit to reinforce the important messages to children about the dangers and hazards of building sites. I am really pleased that health and safety is given top priority; our children are learning so much from having the builders here on site."

If you would like Ivor Goodsite to attend an event, please contact him at [enquiries@ivorgoodsite.org.uk](mailto:enquiries@ivorgoodsite.org.uk) .

Alternatively, please visit Ivor Goodsite at [www.ivorgoodsite.org.uk](http://www.ivorgoodsite.org.uk).

## Collins Construction plc Wear It Pink



Collins Construction plc, an organisation registered with the Scheme's Company Registration initiative, recently held an event to support and raise funds for breast cancer through the Wear It Pink campaign. On Friday 29th October 2010, all Collins Construction sites and its personnel were allowed to be exempt from wearing their Hi Vis clothing onsite if they made a voluntary contribution for a t-shirt for the campaign. As well as Collins Construction showing their support and raising funds for the campaign, it also contributes towards improving the image of construction as a whole. One of the eight sections in the Company Code of Considerate Practice is Accountable and this explains how a site should positively promote not only themselves, but also the industry.



Collins Construction plc had planned to raise £500 for the day, but at the end, managed to raise nearly £5,000 through the generosity of the site personnel and sub-contractors.

There was also an element of competition within the company as different sites sent across their Wear It Pink pictures for the prized title of best photo. This caught everyone's imagination including the Managing Director of the company who was on holiday at the time but still emailed photos of his daughter 'wearing it pink' on the beach in France. Photos were also posted from the top of Mount Vesuvius and outside the Vatican.



The success of the event has led Collins Construction plc to continue with charity work. They have since obtained a wish list from the paediatric department's recreational nurse which allowed them to purchase Christmas presents for terminally ill children on their Harley Street Clinic project.



If you have any stories you wish to share which are a great example of improving the image of construction, please email the details and any pictures to [ii@ccscheme.org.uk](mailto:ii@ccscheme.org.uk) .

For further information on Company Registration, [please click here](#).

## Registered company's open day



Netherdown, a Scheme registered company, recently held an open day at its development of seven homes in Welwyn, Hertfordshire. Trevena Gardens, in School Lane, is the latest development by this family owned house builder that has been building distinctive new homes in the area since 1977.

The Mayor of Welwyn Hatfield Borough Council, Councillor Howard Morgan, assisted by pupils from the nearby St Mary's School cut the ribbon in front of the many guests which included members of the local council, neighbours and local businesses. Standing alongside the Mayor was Mrs Ethel Trevena, whose late husband Mr Kit Trevena was

the former Headmaster of St Mary's School and after whom the development has been named. Mr Trevena also founded the Welwyn Anglo-French Twinning Association in 1973 - an organisation which continues to thrive today.

Local residents spoke highly of the considerate manner in which the works have been carried out and particularly praised Netherdown's site manager for keeping them informed of activities and generally going out of his way to minimise any inconvenience to them. The company prides itself on initiating and maintaining good relationships with the local community. Local suppliers and labour were used where appropriate and local artists have displayed their work in the show house. During excavation works, a number of Roman artefacts were discovered and these are to be donated to St Mary's School to display.

About 100 guests attended the event which enabled them to view the show house with light refreshments provided.

If you would like to know more about Company Registration, [please click here to visit the Scheme's website](#).



## Considerate skip hire no.2



Peter Norris (Haulage) Ltd is now the second waste management organisation to become a member of the Considerate Constructors Scheme's Company Registration. The organisation has a commitment to corporate social responsibility and registering the company with the Scheme enhances their philosophy of being a considerate organisation towards the environment, workforce and general public.

Peter Norris (Haulage) Ltd provides waste management services to local communities, businesses and construction. Waste which is collected by the company is separated into waste streams with 93% of all the waste being recycled. The company already works with sites registered with the Considerate Constructors Scheme and after reading a previous issue of Industry Image regarding Company Registration, they decided to register.

The company is now a member of the Scheme and is committed to adhere to the Considerate Constructors Scheme's Company Code of Considerate Practice. The Code consists of eight sections which forms the basis of the Scheme's requirements. By registering, Peter Norris (Haulage) Ltd are committing themselves to be considerate and contribute towards improving the image of construction. A recent visit from a Scheme Monitor to review the organisation's compliance against the Company Code of Considerate Practice proved a very positive experience.

Last year produced some 300 company registrations with the Scheme and this year will be even bigger, each one of the registered companies playing their part in improving the image of construction. If you would like to register your company or would like to know more, [please click here](#).



## New Client Partners 2011

The Considerate Constructors Scheme has announced that **Telereal Trillium**, **Manchester City Council** and **Property Bay Wales** have now joined the Scheme as Client Partners. The new partners take the total Client Partner membership to 18 organisations.

The news follows a recent decision by the Scheme to increase the number of Client Partners, and establish a core group of Founder Client Partners to drive the initiative forwards. This core group works closely with the Scheme to build further links between the Scheme and industry clients with particular reference to developing information routes and materials aimed at the client sector. New members will enjoy involvement through a schedule of meetings.

Scheme Chairman Robert Biggs welcomed the three new Client Partners, saying:

“We are very pleased indeed to have three such organisations joining the Client Partner group. The whole initiative is proving extremely valuable to the Scheme’s development, and the new participation will further enhance our knowledge and understanding”.

### Telereal Trillium



Telereal Trillium is delighted to have been accepted as a Client Partner of the Considerate Constructors Scheme. We are committed to the principles of the Scheme and set high standards for health, safety and environmental performance in the delivery of construction works. We believe that if we act responsibly across all aspects of our operations, we can make strong social and environmental contributions. We look forward to working with other Client Partners for the good and benefit of the Scheme.

**Sion Latter**  
Services Development  
Director

### Manchester City Council



Manchester City Council is delighted to accept the invitation to become the first Local Authority to become a Client Partner of the Considerate Constructor Scheme. We are looking forward to being an active member of the Scheme to promote best practice throughout the industry.



**John Lorimer**  
Capital Programme Director

**Bernard Core**  
Framework One Manager

## Property Bay Wales



Property Bay Wales is extremely pleased to have been accepted as a Client Partner for the Considerate Constructors Scheme. We are a team who take pride in our industry, and as a business we are working with our partners to help improve the image of the construction industry.

We believe that being part of this scheme will allow us to give our clients and public the professionalism and integrity that the modern construction industry can deliver. The UK construction industry needs diversity to help sustain and develop growth, and with client expectations changing, we as employers in the industry are being encouraged to realise the benefits of recruiting a diverse workforce. Therefore, raising the standards through the Considerate Constructors Scheme can help us sustain this. Part of our approach will be working with the next generation of construction professionals, and we will look to work with the local community in promoting the industry to give young people a real life perspective through school visits, presentations or activities in the local schools and colleges.

**Steve Kidwell**  
Managing Director

For more information about Client Partnership and for a full list of Client Partners, [please click here](#).

## Industry eye



*The following article has been written by Kristina Smith, former Editor of Construction Manager.*

### Introducing the latest new job title: cluster manager

Have you ever wondered who comes up with these new terms? Who decided 'sub-contractors' should become 'supply chains' or came up with the word 'partnering' or invented the really quite annoying term 'toolkit' when 'guides'

worked perfectly well?

Construction academics, that's who. These guys are busy studying what you guys are doing, finding parallels with other industries and inventing management speak to describe the way projects are run.

I've just come across another example - cluster managers. And to go with that, technology clusters. Sounds like gobbledegook? That's a sure sign it will catch on.

According to researchers from Reading University, technology cluster managers oversee the development of one particular element of a building from its early days of design through to its installation on site. And the collection of designers, suppliers and erectors who are responsible for its creation are known as a 'technology cluster'.

Essentially, this is a way of expressing the fact that involving sub-contractors and product manufacturers early in the process gets better results when you are working on complex projects. It fits very nicely with Government Chief Construction Adviser Paul Morrell's calls for 'more integrated working' and 'systems thinking', an approach which is to be trialled on some big public sector jobs soon.

It seems to make sense. Rather than grouping things into 'packages', the divisions between which sometimes make sense and sometimes don't, the building is thought of in a component by component basis, grouped by how they fit together.

We can't expect architects to know everything about everything any more. The way it works at the moment is that architects have to make educated guesses and let specialists fill in the detail later. And this leads to designs being revised over and over and problems with details on site, as many of you will contest to.

So if you want to show you're ahead of the game, start dropping these terms into the conversation, as in "I really think we should take a technology cluster-type approach to the development of the air conditioning/ cladding/ heating."

**Each edition of Industry Image will feature an article by Kristina Smith about current industry issues or new initiatives within construction.**