



Certificate of Excellence

Presented to

Joe Pitt

of

Ardmore Construction Ltd

For

Hornsey Town Hall

When visited by the Considerate Constructors Scheme's Monitor, this site achieved a level of excellence by scoring at least 8 points in each of the following five sections of the Scheme's Code of Considerate Practice:

Care about
Appearance

Respect the
Community

Protect the
Environment

Secure everyone's
Safety

Value their
Workforce

Isabel Martinson MBE
Executive Chairman, Considerate Constructors Scheme

Considerate Constructors Scheme

Monitor's Site Report



Project name	Hornsey Town Hall				
Contractor name	Ardmore Construction Ltd				
Onsite contact(s)	Joe Pitt				
Scheme ID number	116466	Visit no.	2	Visit date	15/10/2020

Project description, context, location and relevant constraints

This mixed use project comprises alterations and refurbishment of the existing listed Hornsey Town Hall to provide a new 65 bed hotel and a new arts/community centre together with 127 new residential apartments in two 6 storey new build blocks on an existing old car park/waste ground to the rear of the town hall, associated works include 9 new apartments in an adjoining mews and upgrading of the public square facing onto Crouch End Broadway. This is a high profile project in the centre of busy Crouch End with close residential/retail/commercial/library as neighbours. The project is at an early stage, the housing site has been cleared including associated demolitions, service diversions underway, investigations/repairs underway to the retained town hall building. 15/10/2020 – The concrete frame is in construction on block A along with the mews construction. The excavation on block B has started and the refurbishment of the existing town hall continues with the internal works progressing.

Code section	Visit 1	Visit 2		Scheme scoring explained
Care about Appearance	7	8	/9	- Each section of the Checklist will be scored out of 9 points with 1 additional point available for each approved innovation, up to a maximum of 5. - A score of 5 in one of the sections of the Checklist reflects compliance with the Scheme's core requirements while scores of 4 or lower indicate different levels of non-compliance. - Higher scores indicate performance beyond compliance with 6 reflecting a 'good' level of performance, 7 'very good', 8 'excellent' and 9 'exceptional'. - Approved innovations will need to be further developed and improved to receive an additional point at a subsequent visit. - For more information on the Monitor Checklist, scoring descriptors, the Scheme's definition of innovation and report writing standards, visit www.ccscheme.org.uk. - For an online library of best practice examples, case studies, e-learning modules and other resources, visit www.ccsbestpractice.org.uk.
Respect the Community	8	8	/9	
Protect the Environment	7	8	/9	
Secure everyone's Safety	8	8	/9	
Value their Workforce	7	8	/9	
Additional points	0	0	/5	
Total score	37	40	/50	

Executive summary

This second site visit to this project was undertaken remotely due to the contractors coronavirus precautions, however it is clear from the photographs issued and my Teams consultation with the site management that there are excellent policies and procedures in place across the criteria of the Scheme. The overall external appearance can now be termed as excellent with the site hoarding being maintained; however the Schemes first impressions standard could still be considered further. Newsletters are being issued and are displayed on community noticeboards to the site perimeters. There are targets in place for employing local labour and apprentices which are all being achieved. The contractor has carried out work at the local church which will leave a lasting community legacy. Excellent environmental policies and procedures are now evident with zero waste to landfill being achieved and promoted. Further development of a project specific carbon dashboard could be undertaken. Access to site is now via a card operated turnstile and there are thermal cameras to record temperatures of all entering site. The COVID QR track & trace is in operation and excellent safety and emergency arrangements are being maintained. The site setup now offers comprehensive facilities which covers all aspects of the Schemes checklist. Some healthy living and lifestyle campaigns are being promoted along with mental health awareness. Development of mental health first aiders could be considered. I would like to thank Joe Pitt, Eilish Kwai, Chris Dalby and Aydin Tatlici for their time for this remote second site visit.

Detailed summary of findings

Care about Appearance

First visit findings and score	7	/9
The site is fully enclosed by good condition hoardings – generally painted but the main frontage with dibond facings incorporating client and arts centre displays including time line history of the building, pavements clean, gates kept locked. Main site entry area well presented including childrens drawing competition entries, smart signage, information board, TV/communications screen, hanging helmet planters. Existing building enclosed by neat company logo monaflex. Working site areas look tidy, well organised. Main site accommodation block just installed – three storey stack of new eco type cabins in excellent condition, very well presented internally though some rooms, including new canteen, not yet operational, separate current canteen unit about to be removed. Operatives dress code includes tidy appearance, sub cons required to have their own correct company logo high viz, own employees with company/client logo high viz, operatives asked to remove PPE before leaving site. Smoking permitted only in the two smoking areas provided – rather basic at present with no seating and only one has a roof. Surrounding pavements swept and litter picked daily, wheels jet washed before leaving, wheel wash being installed this week, road sweeper in twice weekly and on call. Regular management condition checks all areas, weekly formal checklists completed. Inductions/site rules/toolbox talks include reference to personal appearance standards and to general housekeeping. Company identity promoted via communications, branded workwear, signage, company website, social media. Posters displayed promoting company values.		
Second visit updated findings and score	8	/9
The overall external appearance of this project can now be scored as excellent with the hoarding being maintained with daily inspections that include litter picks. The history of the town hall is being promoted on the hoarding along with excellent signage, further development of the Schemes first impression standard could still be considered. The workforce all wear their own branded PPE and a formal offsite dress code appearance policy is being promoted. The separate smoking and vaping shelters have now been fully developed along with the site setup providing workforce welfare and new subcontractor offices. All of the COVID precautions are being well promoted with signage and there are one-way systems in place. The workforce are all inducted on good housekeeping and general site tidiness with a contractor league table and green card system in operation. The project is being promoted on the contractor's website which has social media links.		

Respect the Community

First visit findings and score	8	/9
Extensive engagement with local stakeholders/steering group prior to commencement and continuing with regular meetings, pre-start letter drops issued to the local community with follow up newsletters every quarter and displayed in the community notice board, warning letter drops also issued for special activities, meet the builder session held and regular surgeries continue. Company/site/emergency contact details displayed externally. Complaints recording/resolution procedure in place, just one complaint since commencement re noise. Deliveries scheduled via datascope system, rush hours avoided, instructions/directions issued with orders, holding locations identified. Operatives encouraged to use public transport – could display local bus/train details, minimal parking possible on site. Local sub cons considered for tenders, some local labour employed and monitored against project KPI's, local shops/cafes/suppliers used. CCS well promoted – posters and banner displayed, flags just delivered, CCS explained at inductions and in toolbox talks, CCS logo on posters/signs, could include more promotion of CCS in the newsletters. Inductions include reference to courteous behaviour, no shouting/swearing, no radios, restricted use mobile phones. Arrangements would be made for any disabled visitors – could have an assistance sign at the pedestrian entry. Contractor performance questionnaires issued with the newsletter updates. Company has a corporate social responsibility policy though not displayed here, site specific community engagement plan prepared and activities so far include – safety/project talk to nearby school, drawing competition (safety theme) with school – winning entries well displayed on the hoarding with prizes/book tokens issued plus a donation to the school for books from a local bookshop, attended college careers fair, remembrance day event within the old building, repairs underway to the altar in a nearby church, more events planned for the future including contributing to the local Xmas festival in the square, team here take part in company organised charity events.		
Second visit updated findings and score	8	/9
There are quarterly newsletters being issued by both the client and the contractor and therefore the local residents are receiving updates every 6 weeks. The letters contain site contact information which is being well promoted to the site perimeters. Permitted working hours are 8am-9pm Monday to Friday and 8am-3pm Saturdays, however the contractor is finishing at 6pm during the week and 1pm on Saturdays. There is a detailed traffic management plan in place that considers delivery times and routes etc. Local labour and apprentices are being employed where possible. During the coronavirus pandemic the contractor has been providing virtual construction workshops for the local college with promotions for careers for women in construction. The school artwork from last years hoarding competition is now being displayed to the hoarding. The local church has been supported with works undertaken to the stage and flooring which will leave a legacy. There is a war memorial which the contractor ensures there is access to for Remembrance Sunday. A Christmas tree was sponsored last year and the contractor will do the same again this year, further promotion of a formal CSR action plan to the community could be undertaken.		

Protect the Environment

First visit findings and score	7	/9
Company environmental policy displayed, pre-start surveys done, site specific environmental management plan in place – issues covered at inductions/toolbox talks. Site waste management plan, segregation at site, demolition rubble kept for crushing and re-use here, feedback issued re % recycling achieved – planning to display results and charts showing actual waste quantities v target. Working methods adopted to minimise disturbance, noise/waste/vibration levels monitored. Retained trees fenced off, COSHH bins, diesel in double banded bowsters/drip trays/spill kits, operatives with spillage training. Company certified with ISO 14001, monthly environmental audits plus twice yearly head office audits. Water and electricity metered, usage minimised, planning to display charts showing actual usage v targets. Site accommodation cabins eco type with lights on PIR, push taps, looking into possible rainwater harvesting. Rather limited display of environmental posters at present but more planned (site offices only just set up), planning to include more environmental promotions in newsletters. Operatives and deliveries travel recorded, company monitors the carbon footprint generated from all its projects and own premises, pre-assessment of carbon footprint done for this project – planning to display together with running results v target. Deliveries organised to minimise travel including arranging joint deliveries from local suppliers. NRMM plant schedule maintained. Company promoting waste and packaging reductions with supply chain (two staff graduates here specifically tasked with this) including finding sustainable options and minimising single use plastics, company also pursuing paperwork reductions including using tablets for many procedures.		
Second visit updated findings and score	8	/9
The contractor is promoting its environmental policy and procedures to an excellent level with them being included within the workforce inductions and displayed within the office and welfare areas. A site waste management plan is in operation with a target of 95% recycle results being set and zero waste to landfill being achieved with the waste separation ongoing. The target and achievements are now being promoted. The COSHH control is excellent with spill kits and drip trays in use. The existing ecology within the site is being managed and maintained. Full carbon footprint reporting is being undertaken and monthly environmental audits are carried out, further development of a project specific carbon dashboard could be considered. The mobile machinery is all registered under the NRMM registration and the workforce are encouraged to active commute to site. There are formal noise, air and vibration monitors in operation.		

Secure everyone's Safety

First visit findings and score	8	/9
Nearest A&E details displayed, first aid kits/trauma kits provided, first aid room being fitted out. H&S plan kept updated, risk assessments/method statements reviewed. Weekly safety audits plus sub con own weekly safety audits and twice yearly head office audits. Correct PPE checked, spares kept. Finger recognition turnstile entry provides in/out records, full time security presence at entry. Site fully enclosed, hoardings lit, security 24/7, CCTV. Traffic management plans updated, emergency and fire plans in place. Operatives encouraged to contribute safety improvement ideas – suggestion cards/small rewards, sub con league table displayed. Company organises regular safety campaigns, planning to display more H&S posters/alerts in canteen once fitted out (did have some in old canteen). Site based training here has included face fit masks, crane rescue, manual handling, fire marshal. Inductions site specific, re-inductions after summer holidays. Zero tolerance drugs and alcohol, random testing organised for December. Site gates kept locked, vehicles banked on/off, trained traffic marshalls/gatemen. Seven first aiders – first aider high viz or helmet cross. Six defibrillators – location recorded on AED app, could display “kept here” sign on the hoarding. Visitors sign in via face recognition with pass issued, short inductions/escorted as appropriate. Company is a CLOCS champion, supply chain required to be FORS bronze minimum, full CLOCS compliance checks carried out on vehicles/drivers arriving with compliance check forms including photo records. Procedures in place for recording accidents and near misses. Planning to provide a hazard board. Safe Start daily briefings. Translators at inductions if needed.		
Second visit updated findings and score	8	/9
Access to site is via card operated turnstiles and the management team are all well identified with management wearing black hats and first aid stickers for identification. There is an entrance tunnel to the site which is promoting all of the coronavirus precautions. There are 6 defibrillators on site and the nearest A&E and minor injury units are being promoted. All of the task specific RAMS are briefed to the workforce with briefing sheets signed and there are permits to work in operation along with the COVID precautions. FORS registration is a mandatory requirement and the contractor is working to the full CLOCS standard, having CLOCS monitored visits could be considered. Daily briefings are given which include COVID precautions and subcontractor supervisor meetings are held weekly. There is a workforce suggestion system in place and the site rules are being well promoted which include the drug and alcohol policy with random testing.		

Value their Workforce

First visit findings and score	7	/9
Equality/diversity policies displayed, bullying/harassment etc included in inductions, open door policy adopted including providing HR surgeries, help lines displayed, company current “talk to us” campaign. Training organised, company has own training academy. Planning to display more occupational health/healthy lifestyle posters (site accommodation only just set up). Operatives induction process includes record of CSCS cards (mandatory), medical conditions, emergency contacts. Welfare includes serviced canteen (today still in old unit – about to be transferred into new canteen), changing/drying room with lockers, toilets, 6 male showers, separate female toilet/changing/2 showers, welfare all very clean and tidy today – two full time welfare operatives. CSCS cards checked for validity. Head office checks that sub cons/agencies have their own right to work check procedures in place including spot checks at sites. Planning to employ trade apprentices here – two already arranged, trainee staff also employed here, company supporting women into construction promotion with one female engineer taken on here for work experience via Haringey (case study prepared). Operatives total travel/working hours monitored for fatigue avoidance, all take breaks. HAV watches issued. Company promoting mental health/stress awareness, one of the team here about to take the mental health first aider training course. Some of the locals taken on or being considered for employment are from disadvantaged groups. No separate location for e-cig smokers but planned. Occupational health nurse visits organised – first one soon. First aid room will be made available as a quiet/prayer room. No current recreational facilities but looking into possible fitness room. Washing machine provided. Company encourages employees to pursue additional qualifications, own training academy and own e-learning courses. Team here familiar with CCS best practice hub, all encouraged to take the CCS short on line training modules (spotlights used for toolbox talks), site has issued postings on social media.		
Second visit updated findings and score	8	/9
There are thermal cameras at the site entrance recording temperatures of all entering site along with the track & trace QR code in operation. A COVID questionnaire is undertaken for all entering site. Training for the entire workforce is being supported with training courses held on site and the Schemes spotlights being promoted. Occupational health and next of kin details are recorded on induction. Apprentices are being employed both directly and through the subcontract supply chain. The welfare arrangements are now comprehensive with all facilities in place which includes separate showers for male and female and laundry facilities. Healthy living and lifestyle promotions are evident along with mental health awareness, development of mental health first aiders within the management team could still be considered. The site management refer to the Schemes best practice hub and have undertaken some of the e-learning, promoting construction via the Schemes #loveconstruction campaign could also be considered.		