

Careys has a variety of experience working in central London where tight site footprints, challenging logistics, and adjoining neighbours are commonplace. We have dedicated community liaison officers that are available to work on certain projects and we work to a live key stakeholder matrix which is adapted to every project. We will use BPSDC's key interfaces list from section one of the PQQ as a starting point to build our stakeholder matrix for this project.

One of the key interfaces at Battersea Power Station will be working around other contractors; Careys are experienced with working on this site, and we have been integral in managing the logistics and access of the site in previous times. When other contractors are on site, we usually coordinate a daily catch up each morning to run through each contractor's plans for the day. For example, we run through expected deliveries to make sure that traffic is managed and large vehicles will not arrive on site at the same time. These informal catch ups are reinforced through more formal weekly meetings where we discuss plans for the next fortnight, ensuring that we always look ahead so we can plan appropriately.

We have worked across multiple different sectors, including aviation, nuclear, defense, and rail - each of which has varying requirements and restrictions. It is Careys' view that all potential issues can be mitigated through early engagement. Two of our recent projects have been awarded a CCS National Ultra Site Award, which recognises the key attributes of being an exceptional Ultra Site, from collaboration to community engagement, client recognition and innovation.

### Dealing with Network Rail (NR) and LUL

Open and constant communication is key when dealing with NR and LUL. When we are working near NR or LUL assets we start out by notifying them of our works and start building a relationship. However, this will be slightly different at Battersea, as due to our previous works we already have relationships with many of the key people. Initial meetings are used to establish what boundaries there are in place and how we should interpret the rules set in place by NR / LUL.

We hand over the drawings, the construction programme, and the methodology to NR / LUL so that they have full access and understand everything that we are doing - we try to streamline these handovers so only the works that are within their boundaries or close to their assets are discussed, rather than the entirety of the project.

Essentially they need to understand how much our works are going to affect their assets. Depending on how much they think we will impact or affect their assets, they may require further information, such as method statements, the design information - for example, pile designs.

We have previously agreed the works with LUL and NR through a Basic Asset Protection Agreement (BAPA). No works can start on site until we have agreed them with NR or LUL, and this agreement document must be signed off by all parties.

Once the BAPA is signed we keep an open channel of communication. They receive notification when new works are starting or any changes have arisen. We allow for extra time in our programme to resolve any problems with NR or LUL, as we are familiar with their 20 working day turnaround time for any new information to be processed and understood by the relevant people.

Ultimately, Careys always strive to go above and beyond to protect NR and LUL assets. For example, at Royal Mint Gardens, a project where we installed a pre-cast encapsulation structure over the existing Docklands Light Railway lines at Bank Station, we carefully planned hoarding locations to protect NR assets from our works.



### Dealing with other adjoining neighbours

Careys considers stakeholder management critical to the success of our projects; we create a Stakeholder Management Plan, including a stakeholder matrix, during the pre-construction stage. The purpose is to manage stakeholders' expectations, look after their interests and ultimately to ensure positive relationships and the successful outcome of the project for all.

Managing our interaction with the local community is very important for our reputation, that of our clients and of the construction industry. Some Careys initiatives on previous projects have included setting up a site-specific website accessible to the public that gives information on what is happening on site. We have set up site webcams and provided contact numbers for locals to discuss the site operations, to ask any questions they may have or indeed to lodge any complaints. For one site, we produced fridge magnets in the shape of an excavator with a hotline number on it for people to call if they had questions or concerns. A monthly newsletter posted to all local stakeholders is also an effective approach - see the end of this document for an example.



'Adjoining neighbours' can be divided into two categories of stakeholders: residential (community) and businesses. We have similar methods of dealing with both of these, and we will employ these strategies to our works at Battersea Power Station, combined with our previous knowledge and experience on the site itself.

**Businesses and commercial:** We try to be as accommodating as possible and ensure early engagement with all surrounding businesses and places of interest such as schools, churches, and shops. At 22 Bishopsgate, a central London project constructing a 62-storey skyscraper, we have liaised closely with a nearby church to ensure that our works do not interfere with their services and peak periods. This is a frequent practice at Careys and we often work our noisy and quiet working schedules around local schools, and businesses preferences. We also employ noise, vibration and dust monitoring on every project that we do to ensure that our works effect people as little as possible.

**Residential and community:** A Community Liaison Officer is assigned to every project, on either a full-time or part-time basis depending on the requirements of the project. For example, Alahna Dunbar is working on a live project in central London where community engagement has been integral to the success of the project due to the prestigious area and high-profile nature of the works. Alahna has been at the forefront of our community engagement on this project, informing neighbours and local businesses with letter drops, phone calls, and letters informing them of upcoming and ongoing works. Furthermore, Alahna has headed up a number of fundraising campaigns for both local and national charitable causes.

Our logistics coordinators and traffic marshals facilitate engagement between these two different groups of stakeholders. These physically engage with both the local community and businesses on a daily basis. During our previous works at Battersea Power Station our logistics coordination became essential, as our working area was extremely constricted and was at the entrance to the wider site for all other phases and contractors. Before works commenced, our in-house design team helped to create a virtual model of the Logistics Plan, giving a clear pictorial plan of how the logistics and works were to be managed. These visual aids, together with the pictorial method statements and our pictorial standards (referred to as 'the Carey Way') were extremely helpful - especially to operatives whose first language is not English. These were actioned by our Logistics Coordinator for the project, Alex Raskovic.

### Case study:

At a current confidential commercial project in Watford, Hertfordshire two of our operatives assisted a member of the public and received a message from her family in thanks. Harshul, who was managing the site entrance and gate noticed an elderly woman has fallen over in the road and injured herself. He called for first aid assistance, and Marius came and tended to the incident. The team helped to contact the woman's family and call an ambulance, staying with her till they both arrived. The following day our team received the following message:

*"Just to say a very big thank you to you and your colleagues for everything you did for my mum yesterday... you were all wonderful in the way you looked after her and we don't know where we would have been without you."*



### Engaging in other ways

Careys are committed to not only engaging positively with local communities and businesses, but also have a lasting positive impact on their lives. We partner with several organisations, schools, and universities to help us in offering a varied selection of apprenticeships, internships and placements. We also visit schools and colleges regularly to advertise the potential opportunities in the construction industry.

We will liaise with local community groups and the council to establish what resources and skills are needed through facilitating workshops and meetings between these key stakeholders and the subcontractors and suppliers on site. This will encourage working relationships and partnerships to evolve.

### Case study: Supporting existing projects and community partnerships

On our previous works at Battersea Power Station, we worked with the client, Mace, and Wandsworth Council to regenerate a local ball court free-of-charge for the use of the community. Works will include resurfacing, new fencing, and a new goal and hoops.

At Principal Place (a split-level basement and three residential towers) the Careys team raised £9,000 - when the goal was only £2,000 - to build a games and internet room for the Hackney Youth Centre for children with special needs.

Careys are also providing civil engineering works free-of-charge to build a new MUGA called Arc in the Park, which will host disability-specific coaching and training opportunities for local people in Newham.

Near our head office in Wembley, we partnered with the local foodbank to transform a derelict site into a food-growing project for the public. The centre provides a therapeutic environment for residents of the St. Raphael's Estate, and offers accredited learning programmes for children and young people to provide vocational training in horticulture, gardening and construction. There is also an indoor classroom (in a tipi house) for visiting school children.



24-31 **Confidential Project**

DEC 2018

## COMMUNITY NEWSLETTER #4 CONSTRUCTION UPDATE

Dear Neighbour,

Seasons Greetings and welcome to this year's final edition of our community newsletter dedicated to updating you on the redevelopment of \_\_. In this issue, we summarise our works in 2018 and provide a look ahead to key activities for 2019. We have also provided important details of our Christmas closure and emergency contact information during this period.

This past year saw us making significant progress to the preparation of site for demolition and piling, as well as in our engagement with our local community. We have removed the majority of security features surrounding the building, we have completed our service diversions, the statues have been removed and stored for safekeeping, our hoarding has been installed and we have commenced the first phase of demolition. We have also engaged with our local community through school events and visits, charity campaigns benefiting local organisations such as our Three Peaks Challenge in aid of Westminster MIND, participation in job fairs and hosting monthly consultation meetings with our neighbours.

We look forward to our works and future engagement in 2019 and we wish you a Happy New Year.

With kind regards,

Alahna Dunbar

### GENERAL ENQUIRIES

\_\_@fourcommunications.com

Site Emergency Number  
07703 837 913

### Construction Liaison Group

Thank you to the residents who have joined the Construction Liaison Group meetings. We thank you for your feedback. Our next CLG meeting is scheduled to take place on **Monday 17th December at 6.30pm at Corrigan's Restaurant.**

### KEY ACTIVITIES 2019

- Secant piling to building perimeter and piling columns to support the facade and foundation.  
*Commencing in January*
- Installation of facade retention steelwork.  
*Commencing in April*
- Start of demolition to main building structure.  
*Commencing in May*
- Temporary road closure to Upper Brook Street to remove the remaining security features  
*Commencement pending WCC agreement*
- Further community and charity initiatives

### IMPORTANT INFORMATION

#### SECURITY & CHRISTMAS CLOSURE

Our site will be closed from 21 December 2018 recommencing work on 7 January 2019. During the closure, our security team will be on site 24/7 maintaining high levels of security in and around the site. Should you notice anything unusual please do contact our security team on our emergency site number 07703 837 913.

#### WORKING HOURS

Monday – Friday:	8am–6pm
Saturday:	8am–1pm
Closed for Christmas	21.12.2018 - 06.01.2019