

# Project Execution Plan

## T154 - Martlett Court



UL Contract number: 00000 – T154

### Version control

Revision	Date	Prepared by	Authorised by	Director Approval	Details
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## **Contents**

### **1.0 Introduction**

### **2.0 Scope of Work and observations**

### **3.0 Design Strategy**

### **4.0 Programme**

### **5.0 Resource Plan and Preliminaries**

### **6.0 Cost Plan**

### **7.0 Information Required**

### **8.0 Communication Plan**

### **Appendix A - Programme**

### **Appendix B – Budget**

### **Appendix C – Scope Of Works**

### **Appendix D – Request for Information Schedule**

## 1.0 Introduction

### 1.1 Scheme Background

This Project Execution Plan (PEP) document is based on the Client Brief T154 Martlett Court, revision 3 – February 2021 and supporting documentation issued to United Living.

The project is a legacy scheme, and the original intention was to tender through Westminster City Council traditional market procurement. However, due to historic planning restraints and a review of the water services, there was a requirement to revisit the scope of works to the blocks.

### 1.2 Purpose

The intention of this PEP is to capture and record the strategy for design, procurement and delivery of each Task set out in the Client Brief; include a detailed programme and resource plans for delivery; identify any risks for mitigation; and any added value or alternative methodologies for consideration. This PEP will be subject to review, discussion and agreement with the Client team to enable a Pre-commencement Order to be issued for development of a detailed Project Proposals Document.

### 1.3 Property Addresses/ Location

The project comprises of 3 blocks with the following unit numbers

Block		No. Units
1	Beaumont Buildings, WC2B 5SF	35
2	Fletcher Buildings, WC2B 5EU	50
3	Sheridan Buildings, WC2B 5SD	40
	Total	125

**Martlett Court** lies between Drury Lane and Bow Street in the heart of Covent Garden.

With land sold by the eleventh Duke of Bedford around the end of the 19th Century, London County Council developed the three red-brick blocks that comprise Fletcher Buildings, Beaumont Buildings and Sheridan Buildings. The three buildings include some 125 flats within an enclosed gated estate, with shared courtyards and a beautifully landscaped communal garden. The individual properties are a mixture of studio, one-bedroom and two-bedroom apartments and are popular as 'Pied-à-Terre' and rental investments. While Westminster Council Tenants still occupy some flats, over 75% of the development is privately owned. Many of the apartments are privately rented, and Residents typically comprise a mix of professionals from the City and Students, particularly those studying at nearby LSE, UCL & Kings.

Martlett Court is located in the centre of Covent Garden, moments from the piazza and Opera House, providing easy access to a sizeable eclectic selection of shops, restaurants, cafes and bars. The building is also a short walk from the Thames.

#### **Beaumont Buildings and Sheridan Buildings**

The buildings are made of solid red brick construction and are situated over five storeys with a pitched slate tiled roof. There are steel framed balconies that were installed in roughly 1952 with

minor additions since. There is one stairwell that is open to the elements and linked directly onto the terraces.

### **Fletcher Buildings**

The building is of the same construction; however, two stairwells are open to the elements and linked directly to the balconies.

## **2.0 Scope of Works**

The scope of works refers to the Client Brief T154 Martlett Court, revision 3 – February 2021; all items herein cross-reference that document.

### **3.0 Design Strategy**

We set out below our design strategy for the particular tasks and services required to fulfil the description of works detailed in the Client Brief. We have identified the necessary services to develop the detailed design, prepare documentation to demonstrate competitive pricing, submit applications to obtain statutory consents, all as required to create our Project Proposals Document following receipt of a Pre-commencement Order.

Element	Design Process	Item	Discipline/Responsibility	Level of detail currently	Level of Information required (see stage)	Design Stage Riba 3/4
Condition Survey	SURVEY	Pre-existing information regarding the condition of the building and associated ancillary areas has been provided in Client Brief; Appendix 1 & 2.	CLIENT	FULL	pre-commencement condition survey - Mobilisation Stage	Stage 4
Access Required	SURVEY	Site Investigation Report	STRUCTURE/ CIVIL ENGINEER	Client Brief	Ground investigations for the safe erection of scaffolding, PCO Activity/Cost	Stage 4
Access Required	TEMPORARY WORKS	Scaffold Design: Principles	SPECIALIST SUB-CONTRACTOR	Client Brief	Plans and Sections Elevations Design Calculations Third-Party Design Check TG4:19 Anchoring systems for scaffolding. BS EN:12811-1:2003 Temporary works equipment. Scaffolds. Performance requirements and general design. BS EN:12811- 2: Temporary works equipment. Information on materials.BS EN 1991-1-4:2005+A1:2010: Eurocode 1. Actions on structures. General actions. Wind actions. BS 5975:2019: Code of practice for temporary works procedures and the permissible stress design of falsework. Working at Height Regulations 2005. The Construction (Design and Management) Regulations 2015. NASC Document TG20:13 Good Practice Guidance for Tube and Fitting Scaffolding PCO Activity/Cost	Stage 3

Roof Works	SURVEY	Condition Surveys	Drone Survey	Client Brief	<p>1.Chimney Stack survey 2.Soffit and Fascia Replacement survey 3.The exposed section of roof truss on Drury Lane side of Sheridan buildings only.</p> <p>A report in a standardised format. PCO Activity/Cost</p>	Stage 3
Roof Works	STRUCTURAL FRAME	Secondary Steelwork / Support Design (major elements)	STRUCTURE/ CIVIL	Client Brief	Chimney Stack - Full report recommendation / remedial measures PCO Activity/Cost reliant to condition surveys	Stage 3
Chimney stacks & Chimneypieces	ROOF	<p>ALL Specification(s) – Structural (steel / timber) ALL Specification(s) – Finishes</p>	ARCHITECT/LD	Client Brief	Chimney pots should generally be retained in position and replaced where missing. Chimney stacks must be checked for displacement or structural movement. NBS Specification / BS 8000 PCO Activity/Cost	Stage 4
Roof Works	ROOF	<p>ALL Specification(s) – Structural (steel / timber) ALL Specification(s) – Finishes Access ways and Ladders</p>	ARCHITECT/LD	Client Brief	<p>Increased insulation up to 300mm and new ventilation within roof space to align with current building regulations. Design Intent Roof access hatches.</p> <p>NBS Specification / BS 8000 PCO Activity/Cost</p>	Stage 3
Superproofing/Pest control	SURVEY	Ecology Survey	LANDSCAPE ARCHITECT/LD/SPECIALIST SUB-CONTRACTOR	Client Brief	Superproofing and pest control expert to be employed to carry out works to soffits and roof space to permanently remove Pidgeon infestation Mobilisation Stage	Stage 4

Exposed Walkway Canopy	EXT. WALL CONSTRUCTION & FINISHES / ROOF	ALL Specification(s) Canopies / Brise Soleil Above Ground (Storm)	ARCHITECT/LD/ STRUCTURE/ CIVIL	Client Brief	Lightweight, robust powder-coated fabricated Aluminium lean-to frame NBS Specification / BS 8000 Structural Engineers Coordination (checking connection details) Thermal Performance Loadings (SE) PCO Activity/Cost	Stage 3 (Stage 5 Coordination SE)
Exposed Walkway Canopy	EXT. WALL CONSTRUCTION & FINISHES / ROOF	Canopies / Brise Soleil Connection Details / Design (S Eng: steel/concrete: Sub con: steel/steel)	SPECIALIST SUB-CONTRACTOR	Client Brief	Lightweight, robust powder-coated fabricated Aluminium lean-to frame Developed design, Mobilisation Stage,	Stage 4 (Stage 5 Coordination Arch/ SE)
Communal Flooring Repairs (refer to Client Brief)	INTERNAL WALLS AND INTERNAL FINISHES	ALL Specification(s) Floors Finishes & Interface Details	ARCHITECT/LD	Client Brief	NBS Specification / BS 8000 / Building and DDA regulations PCO Activity/Cost	Stage 3
Communal Walkways	ROOF	Roof deck protection	ARCHITECT/LD	Client Brief	NBS Specification / BS 8000 PCO Activity/Cost	Stage 3
Communal Walkways (Alternative)	ROOF	Roof deck protection	Bauder	Product Design	Bauder Specification Liquid coatings PCO Activity nil cost	Stage 3
Rainwater Goods	DRAINAGE	Below Ground (Foul & Storm) - Specification(s) Above Ground (Foul) - Specification(s)	MECH/ELEC ENGINEER ARCHITECT/LD	Client Brief	Also See note from Client Brief RE pointing, corrosion is likely caused from acid from condensing boilers, remedial measure or detail required NBS Specification / BS 8000 PCO Activity/Cost	Stage 4 (Stage 5 Item remedial measure from SOIL pipe corrosion)
Below Ground Drainage	DRAINAGE	Below Ground (Foul & Storm) - Specification(s)	SPECIALIST SUB-CONTRACTOR	Client Brief	Camera inspect all the in ground sewage pipes. Sewer Jet all the 100mm and 150mm lines and chambers, clear of debris. Report / recommendations and cost plan PCO Activity/Cost	Stage 3



Metalwork	STRUCTURAL FRAME	<p>Specification(s) Principles Description Fixing plates / bolt intrusion to finishes Paint Treatments for Steelwork (Priming) Paint Treatments for Steelwork (Painting) (ARCH) Connection Details / Design (S Eng: steel/concrete: Sub con: steel/steel)</p>	ARCHITECT/LD/STRUCTURE/ CIVIL	Client Brief	<p>Structural I beams for balcony walkways and exo-structure showing signs of oxidation expansion and corrosion in multiple locations. Integrity of metalwork to be assessed as part of the work and repairs, adequate surface preparation (abrasive blast cleaning etc.) and corrosion protection to be implemented where necessary before repainting occurs.</p> <p>Bin stores and entrance canopies are in similar condition and require the same treatment as above.</p> <p>Examples of corroded steel I beams embedded in concrete floor slabs were noted within suspended ceiling voids over flats. SP is to instruct a specialist structural survey to assess the integrity of structural steel within all three blocks and provide recommendations for remedial works.</p> <p>Georgian wired glazing panels and steel framework within exposed sections of stairwell to be rubbed down and repaired where required, before introducing a Dulux Weathershield or similar topcoat - new GWG panels to be fitted and sealed appropriately for external use. NBS Specification / BS 8000 PCO Activity/Cost</p>	Stage 3
Glazing & Windows	SURVEY	Condition Surveys	SPECIALIST SUB-CONTRACTOR	Client Brief	<p>Execute complete estate survey to identify windows for replacement under Client Brief Glazing and Windows Summary Reports and recommendations Support in a manner related to planning, i.e. all records robustly kept. PCO Activity/Cost</p>	Stage 3
Glazing & Windows	EXT. WALL CONSTRUCTION & FINISHES	<p>Acoustic Performance Thermal Performance Glass: Safety, Sun Control, Reflective, Opaque Window / Glazing and Door Schedules &amp; Details Canopies / Brise Soleil Ironmongery to Window / Glazing and Doors</p>	SPECIALIST SUB-CONTRACTOR (Arch/LD Stage Coordination)	Client Brief	<p>Execute complete design suite of elevations/sections and details to support Planning and Building control Submissions NBS Specification / BS 8000 PCO Activity/Cost</p>	Stage 4( Stage 5 Coordination Arch/LD)

External Decoration	EXT. WALL CONSTRUCTION & FINISHES	Paint Treatments for Steelwork (Painting) Render and cleaning and repair specification	ARCHITECT/LD	Client Brief	<p>External decorations to all previously decorated masonry and metallic based surfaces, including treatment and removal of all defective areas and by products.</p> <p>All service pipework (gas main, wastewater pipes etc.) to be stripped, corrosion treatment given and repainted.</p> <p>Clean existing composite stonework, repair and fill using an appropriate mortar where necessary and repaint to match existing.</p> <p>Special attention for cleaning and preparation for decoration should be given to the Drury Lane side of Sheridan buildings – there is a build-up of carbon, dust and efflorescence due to passing traffic and water leaks.</p> <p>Minor repairs required to rendered section at ground level elevations before painting.</p> <p>Steel exo-structure requires full strip, corrosion treatment and repainting to match existing colouring. SP to take sample of existing colour to manufacturers to match.</p> <p>All perimeter railings and gates to be rubbed down and repainted in two coats of black hammerite or similar.</p> <p>Masonry cleaning is to be undertaken prior to external redecoration and re-rendering works but following external fabric repair and preparation work to avoid damaging completed works. Cleaning is to be undertaken in accordance with BS 8221.</p> <p>Clean down all surfaces including windows, doors and frames etc., including glass and frames on completion. NBS Specification / BS 8000 PCO Activity/Cost</p>	Stage 3
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External Repairs	EXT. WALL CONSTRUCTION & FINISHES	Specification(s) Principles Description	STRUCTURE/ CIVIL ENGINEER	Client Brief	<p>Blocks: All</p> <p>Brick/Concrete repairs to be undertaken where necessary – Record keeping of location and extent of repairs undertaken to be supplied as part of QM process, including cutting out and renewing sections of brick where required.</p> <p>Cracked concrete lintels to have structural assessment carried out and where required - appropriate temporary support provided, to be cut out removed and replaced where stitching is not possible</p> <p>Brickwork and Composite Beams - Concrete repairs to include exposed walkway areas, Composite beams and where structural I beams connect to the load bearing walls. Structural assessment of load paths for existing connections – there is evidence that current live/dead load on connection exceeds allowance. Replacement of pre-cast reinforced padstones and sections of existing masonry may be required.</p> <p>Render repairs to ground floor area where required – hack off and cut in new sections if repair cannot be completed.</p> <p>Remove existing brick cills and replace with a solution to double the length of the overhang to protect pointing beneath – existing brick cills are allowing water to run directly from the windows and penetrate pointing below the cill, requiring regular maintenance to these areas.</p> <p>Blocks: Fletcher Building Lintel and localised cracking repairs. NBS Specification / BS 8000 PCO Activity/Cost</p>	Stage 3
Pointing	SURVEY	Site Investigation Report	Sandberg /SPECIALIST SUB-CONTRACTOR	Client Brief	<p>Carry out mortar analysis to brickwork to ascertain mortar required to complete brickwork repairs in a mortar mix to match existing in locations agreed by the CA.</p> <p>Provide a plan for potential phasing of pointing and external repairs work and align against scaffold access requirements and proposal.</p> <p>SP to take down sections of down pipes and concentrate on re-pointing areas behind downpipes as these areas appear to have been eroded by leaking rainwater. PCO Activity/Cost</p>	Stage 3
Cladding (side elevation)	EXT. WALL CONSTRUCTION & FINISHES	Clad Walling Schedule & Details	ARCHITECT/LD	Client Brief	<p>New insulation to be provided to side elevation to bring in line with current Part L regulations. Boarding and Render to be applied to section and painted to match ground floor rendered section.</p> <p>Please note – Service Provider to provide use a non-combustible material only. PCO Activity/Cost</p>	Stage 4
Cladding (side elevation)	EXT. WALL CONSTRUCTION & FINISHES	Clad Walling Schedule & Details	SPECIALIST SUB-CONTRACTOR	Stage 3/4 Intent	Finalised design As above - Arch to coordinate stage 5	Stage 5

Internal Decoration	INTERNAL WALLS AND INTERNAL FINISHES	ALL Specification(s)	ARCHITECT/LD (Product Design)	Client Brief	Redecoration of all previously decorated internal surfaces. Class 0 performance required to walls, ceilings, strings and soffits including necessary preparations, in accordance with Approved Document B requirements. Arch to update NBS/BS 8000 PCO Activity/Cost	Stage 3
Internal Repairs	INTERNAL WALLS AND INTERNAL FINISHES	ALL Specification(s)	ARCHITECT/LD	Client Brief	Repairs to internal fabric finishes ensuring they are sound, consistent and ready to receive redecoration. NBS/BS 8000 PCO Activity/Cost	Stage 3
Electrical Lighting	MECHANICAL & ELECTRICAL	Internal Lighting External Lighting Emergency Lighting RCP's	DESIGNPLAN / SPECIALIST SUB-CONTRACTOR	Client Brief	<p>Survey / review existing lighting systems and, where necessary, replace existing/ install new systems to comply with current regulatory requirements and CIBSE recommended levels (minimum illumination of 200lux in all plant room spaces required).</p> <p>The Lighting installation is to include emergency lighting provisions in accordance with BS 5266 Emergency Lighting requirements.</p> <p>Provide Electrical Installation Condition Report (EICR) and all appropriate certification associated with The Works undertaken.</p> <p>New security lighting to be installed within the rear garden area – designed to be angled away from flat windows, but bright enough to illuminate darker areas of the garden. To include new conduit cabling run, only route would be to neighbouring property party wall.</p> <p>Any new installation works undertaken to be issued with Electrical Installation Certification (EIC) as per BS7671 on completion. NBS/BS 8000 PCO Activity/Cost</p>	Stage 3/4
Electrical Power	MECHANICAL & ELECTRICAL	ALL Specification(s) Small Power – General	MECH/ELEC ENGINEER	Client Brief	<p>Survey/ review existing electrical power supply installations associated with The Works and where necessary replace existing/ install new systems in compliance with current regulatory requirements.</p> <p>Small Power (240V) provision (minimum 1no double switched socket outlet) is to be provided in reasonably 'close proximity', and ideally 'within', all plant room spaces for future maintenance and essential repair operations.</p> <p>Provide a complete system of earthing and supplementary bonding installation to all items associated with The Works to meet the current edition of the IEE wiring regulations.</p> <p>Provide Electrical Installation Condition Report (EIC) and all appropriate certification associated with The Works undertaken. Replace existing containment systems for both power and lighting wiring.</p> <p>Provide supplementary earth bonding to external metallic containment. NBS/BS 8000 PCO Activity/Cost</p>	Stage 3

Electrical Power	MECHANICAL & ELECTRICAL	ALL Specification(s) Surge Protection System Earthing and Bonding Small Power – General	SPECIALIST SUB-CONTRACTOR	Stage 3 Intent	<p>Survey/ review existing electrical power supply installations associated with The Works and where necessary replace existing/ install new systems in compliance with current regulatory requirements.</p> <p>Small Power (240V) provision (minimum 1no double switched socket outlet) is to be provided in reasonably 'close proximity', and ideally 'within', all plant room spaces for future maintenance and essential repair operations.</p> <p>Provide a complete system of earthing and supplementary bonding installation to all items associated with The Works to meet the current edition of the IEE wiring regulations.</p> <p>Provide Electrical Installation Condition Report (EIC) and all appropriate certification associated with The Works undertaken.</p> <p>Replace existing containment systems for both power and lighting wiring.</p> <p>Provide supplementary earth bonding to external metallic containment. NBS/BS 8000 PCO Activity/Cost</p>	Stage 4 Developed design
Lateral Mains	MECHANICAL & ELECTRICAL	All Specification(s) Sizing of containment Coordination of services Design Intent	MECH/ELEC ENGINEER	Client Brief	<p>Survey/review existing lateral mains installation across the block and to all dwellings and landlords supplies. The components shall be replaced in strict compliance with BS 7671 current edition and amendments and in accordance with IEE regulations and all relevant legislation.</p> <p>Provide new containment which shall be metal powder coated. Installed in line with BS EN 50085-1:2005 and/or later amendments and shall be suitably earthed.</p> <p>All new main cabling installed will be connected back to the incoming utility company's earth bar.</p> <p>All labels and notices to be in conjunction with BS 7671 and BS EN 60073. Switchgear, sub main cables complete with BS 7671 current edition and amendments indication of danger notices.</p> <p>All final outgoing cables to be a minimum of 2.5mm<sup>2</sup> copper stranded, table 6491B, LSF sheathed with the CPC with the same CSA as the phase conductor.</p> <p>The circuits are to have the cables in the distribution board numbered using Critchly cable markers, white with black numbers to identify the circuit.</p> <p>Cables into the property are not to be routed through the door/window frame unless agreed with WCC. NBS/BS 8000 PCO Activity/Cost</p>	Stage 3

Lateral Mains	MECHANICAL & ELECTRICAL	Developed Design Calculations, Schematics	SPECIALIST SUB-CONTRACTOR	Stage 3 Intent	<p>Survey/review existing lateral mains installation across the block and to all dwellings and landlords supplies. The components shall be replaced in strict compliance with BS 7671 current edition and amendments and in accordance with IEE regulations and all relevant legislation.</p> <p>Provide new containment which shall be metal powder coated. Installed in line with BS EN 50085-1:2005 and/or later amendments and shall be suitably earthed.</p> <p>All new main cabling installed will be connected back to the incoming utility company's earth bar.</p> <p>All labels and notices to be in conjunction with BS 7671 and BS EN 60073. Switchgear, sub main cables complete with BS 7671 current edition and amendments indication of danger notices.</p> <p>All final outgoing cables to be a minimum of 2.5mm<sup>2</sup> copper stranded, table 6491B, LSF sheathed with the CPC with the same CSA as the phase conductor.</p> <p>The circuits are to have the cables in the distribution board numbered using Critchly cable markers, white with black numbers to identify the circuit.</p> <p>Cables into the property are not to be routed through the door/window frame unless agreed with WCC. NBS/BS 8000 PCO Activity/Cost</p>	Stage 4
Door Entry System	MECHANICAL & ELECTRICAL	Design Intent, Schematics, proposed runs	MECH/ELEC ENGINEER	Client Brief	<p>Door entry system to be upgraded to new KMS system in line with WCC standard specification. Please see results of condition survey within appendix 2.</p> <p>Provide new door entry system as per WCC standard Specification as located within Appendix 8. The components shall be replaced in strict compliance with BS 7671 17th edition and amendments and in accordance with IEE regulations and all relevant legislation. NBS/BS 8000 PCO Activity/Cost</p>	Stage 3
Door Entry System	MECHANICAL & ELECTRICAL	Design Intent, Schematics, proposed runs	SPECIALIST SUB-CONTRACTOR	Stage 3	<p>Door entry system to be upgraded to new KMS system in line with WCC standard specification. Please see results of condition survey within appendix 2.</p> <p>Provide new door entry system as per WCC standard Specification as located within Appendix 8. The components shall be replaced in strict compliance with BS 7671 17th edition and amendments and in accordance with IEE regulations and all relevant legislation. NBS/BS 8000 PCO Activity/Cost</p>	Stage 4
BT Cables	MECHANICAL & ELECTRICAL	Design Intent, Schematics, proposed runs	MECH/ELEC ENGINEER	Client Brief	<p>Engage with BT to tidy and provide new containment which shall be metal powder coated. Installed in line with BS EN 50085-1:2005 or any later amendments and shall be suitably earthed. NBS/BS 8000 PCO Activity/Cost</p>	Stage 3
BT Cables	STATUTORY AUTHORITIES	Telephones Cable Companies	SERVICE COORDINATOR	Stage 3	<p>Engage with BT to tidy and provide new containment which shall be metal powder coated. Installed in line with BS EN 50085-1:2005 or any later amendments and shall be suitably earthed. NBS/BS 8000 PCO Activity/Cost</p>	Stage 4
Boiler Flues	MECHANICAL & ELECTRICAL	SURVEY - REPORT	MECH/ELEC ENGINEER	Client Brief	<p>Survey/review and identify existing boiler flues, which need to be extended to protect the building fabric. Extend the flues where required where required.</p> <p>All flues to match existing manufacturer and model. NBS/BS 8000 PCO Activity/Cost</p>	Stage 3

<p>Fire Safety Works</p>	<p>FIRE PROTECTION</p>	<p>Emergency Service Access Compartmentation Means of Escape FRA SURVEY - Recommendations report</p>	<p>FIRE ENGINEER</p>	<p>Client Brief</p>	<p>Carry out all relevant works identified and set out in the Schedule of Work within Appendix 1.</p> <p>Review the fire risk assessment report to ensure familiarisation with fire safety strategies for the properties in relation to all areas affected by the works. Identify all works deemed necessary and associated with the works to ensure all fire safety requirements are met.</p> <p>Report findings with respect to recommendations to WCC for any additional work that may be deemed appropriate with regard to fire protection matters for consideration and further direction/instruction.</p> <p>Ensure the works are fully compliant with all current regulatory requirements.</p> <p>Ad hoc inspections carried out by the Client Surveying Team identified potential compartmentation breaches within suspended ceiling voids between flats. SP is expected to carry out Type 4 inspections to a 10% sample of properties to identify any compartmentation issues and provide recommendations.</p> <p>Following recommendations from site survey and compartmentation report carry out all passive fire protection contained within the schedule of works (SOW). All passive fire protection and door installation works must be undertaken by a Competent Person. The term competent person shall mean a person or business who has demonstrated to a Third Party that they have the expertise, skills and commitment in the identification and installation of passive fire protection and fire door installation. The term Third Party shall mean a Certification body accredited by the United Kingdom Accreditation Service (UKAS).</p> <p>All fire safety materials, doorsets and doors shall be Third Party certificated fire stopping products where Third Party shall mean a Certification body accredited by the United Kingdom Accreditation Service (UKAS). All products used shall be delivered with the relevant certification for inspection.</p> <p>A full report should be provided on completion of the works, to include photos of pre and post condition as part of the 'Condition Survey' element of works. Upon completion of the works Regulation 38 shall be complied with and this is a requirement under the Building Regulations for England and Wales to provide fire safety information to the 'responsible person' at the completion of a project, or where the building or extension is first occupied.</p> <p>Note – All fire safety works are to be undertaken by an accredited third party of an appropriate 'industry recognised' body. A full report should be provided on completion of the works, to include photos of pre and post condition as part of the 'Condition Survey' element of works. PCO COST</p>	<p>Stage 3</p>
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Fire Safety Works	FIRE PROTECTION	Fire Stopping through Compartment Floor Barriers: above ceilings (voids) Circulation Fire Shutters Fire Stopping (walls/ducts/cables) ) Fire Strategy (ARCH/LD)	ARCHITECT/LD - SPECIALIST SUB-CONTRACTOR	Stage 3	<p>Carry out all relevant works identified and set out in the Schedule of Work within Appendix 1.</p> <p>Review the fire risk assessment report to ensure familiarisation with fire safety strategies for the properties in relation to all areas affected by the works. Identify all works deemed necessary and associated with the works to ensure all fire safety requirements are met.</p> <p>Report findings with respect to recommendations to WCC for any additional work that may be deemed appropriate with regard to fire protection matters for consideration and further direction/instruction.</p> <p>Ensure the works are fully compliant with all current regulatory requirements.</p> <p>Ad hoc inspections carried out by the Client Surveying Team identified potential compartmentation breaches within suspended ceiling voids between flats. SP is expected to carry out Type 4 inspections to a 10% sample of properties to identify any compartmentation issues and provide recommendations.</p> <p>Following recommendations from site survey and compartmentation report carry out all passive fire protection contained within the schedule of works (SOW). All passive fire protection and door installation works must be undertaken by a Competent Person. The term competent person shall mean a person or business who has demonstrated to a Third Party that they have the expertise, skills and commitment in the identification and installation of passive fire protection and fire door installation. The term Third Party shall mean a Certification body accredited by the United Kingdom Accreditation Service (UKAS).</p> <p>All fire safety materials, doorsets and doors shall be Third Party certificated fire stopping products where Third Party shall mean a Certification body accredited by the United Kingdom Accreditation Service (UKAS). All products used shall be delivered with the relevant certification for inspection.</p> <p>A full report should be provided on completion of the works, to include photos of pre and post condition as part of the 'Condition Survey' element of works. Upon completion of the works Regulation 38 shall be complied with and this is a requirement under the Building Regulations for England and Wales to provide fire safety information to the 'responsible person' at the completion of a project, or where the building or extension is first occupied.</p> <p>Note – All fire safety works are to be undertaken by an accredited third party of an appropriate 'industry recognised' body. A full report should be provided on completion of the works, to include photos of pre and post condition as part of the 'Condition Survey' element of works. PCO COST</p>	Stage 4
Fire Door Works	FIRE PROTECTION - INTERNAL WALLS AND INTERNAL FINISHES	Doors/Glazing Schedules	ARCHITECT/LD	Identification from Stage 3 reports for fire strategy ARCH/LD and Fire Engineer	It is expected that doors and doorsets will comply fully with the WCC Fire Door Performance Specification contained in Appendix 8.PCO COST	Stage 4



Environmental Works	MECHANICAL & ELECTRICAL	Ventilation & Extract (incl. Dampers & Attenuation)	MECH/ELEC ENGINEER	Client Brief	<p>Isolated damp repairs to the communal areas pre decorations – hack off and re-plaster where required.</p> <p>Each tenanted scheduled property (to be agreed with WCC) is to have a Nuair humidistat Cyfan fan installed in to both the kitchen and the bathroom (usually located in glazing).</p> <p>In the event that a property has a suitable existing fan in either kitchen or bathroom or both then there is no need to replace the existing fan/fans. The contractor's approved ventilation installer is required to undertake a survey in each property ahead of installing ventilation equipment to confirm suitability of property and any existing extract fans. PCO COST</p>	Stage 3
Water Services	MECHANICAL & ELECTRICAL	CWS/HWS: design/routes/co-ordination (final dimensional setting out by sub-con)	MECH/ELEC ENGINEER	Client Brief	<p>Blocks: All</p> <p>Please refer to Water Services Condition Survey Report in Appendix 2. Service Provider to confirm agreement with preferred option with the Client.</p> <p>Major alterations and upgrades are required to improve the water services to the individual flats.</p> <p>Recommended (Option 6): New booster set to be installed at ground level, in the service cupboard of each building to be connected into a new riser serving a bank of accumulators within the roof space of each building. It is recommended that all new pipework and risers to be installed within the building to supply the proposed accumulators. New drops will be installed to supply individual flats with water under pressure from the accumulators.</p> <p>All regulatory standards to be adhered to with any testing to carried out before and after installation. All relevant certification to be provided within the O&amp;M files.</p> <p>The Service Provider is to ensure that there will be minimum down time and that Residents will have cold water down service at all times. The Project Execution Plan needs to provide a detailed strategy for ensuring this requirement is adhered to.</p> <p>Note: WCC lessee services have confirmed that Leaseholders are responsible for alteration of pipework within their properties. WCC is responsible for communal pipework within the building up to the Leaseholder properties' stop cocks, and pipework within tenanted properties. PCO COST</p>	Stage 3

Water Services	MECHANICAL & ELECTRICAL	CWS/HWS: design/routes/co-ordination (final dimensional setting out by sub-con)	SPECIALIST SUB-CONTRACTOR	Stage 3	<p>Blocks: All</p> <p>Please refer to Water Services Condition Survey Report in Appendix 2. Service Provider to confirm agreement with preferred option with the Client.</p> <p>Major alterations and upgrades are required to improve the water services to the individual flats.</p> <p>Recommended (Option 6): New booster set to be installed at ground level, in the service cupboard of each building to be connected into a new riser serving a bank of accumulators within the roof space of each building. It is recommended that all new pipework and risers to be installed within the building to supply the proposed accumulators. New drops will be installed to supply individual flats with water under pressure from the accumulators.</p> <p>All regulatory standards to be adhered to with any testing to be carried out before and after installation. All relevant certification to be provided within the O&amp;M files.</p> <p>The Service Provider is to ensure that there will be minimum down time and that Residents will have cold water down service at all times. The Project Execution Plan needs to provide a detailed strategy for ensuring this requirement is adhered to.</p> <p>Note: WCC lessee services have confirmed that Leaseholders are responsible for alteration of pipework within their properties. WCC is responsible for communal pipework within the building up to the Leaseholder properties' stop cocks, and pipework within tenanted properties. PCO COST</p>	Stage 4
Asbestos Management	SURVEY	Access Shine	CLIENT	Client Brief	Contractor to advise R&D Surveys	Stage 5
Other Potentially Hazardous Circumstances	SURVEY	LEAD PAINT	SPECIALIST SUB-CONTRACTOR	Client Brief	PCO COST	Stage 3
Asset Tagging				Client Brief	Appoint an asset tagging company (Stics AMS or approved equivalent) to supply, install and carry out the installation, programming and commissioning of asset tags to new items upon completion of works. All main plant & equipment components associated with the works are to be scheduled by the Service Provider within their PEP. The Service Provider is to provide a proposed Asset Tagging Register of all components for review and approval by WCC. PCO COST	Stage 3
Principle Designer	Appointment		POTTER RAPER	Client Brief	PCO COST	Stage 3
Lead Designer	Appointment					Stage 2
Topographical	SURVEY	Topographical survey (courtyard) Measured building Elevations Communal Floor Plans/sections Archetypal internal plans (%) All to assist creation of developed design	SPECIALIST SUB-CONTRACTOR	Client Brief	PCO COST	Stage 2

Planning	PLANNING / STRATEGIC DESIGN	Submission of Reserved Matters Application , and any subsequent discharge of Conditions Submission of Matters Pursuant to Outline Planning Approval Submission of Full Planning Application and any subsequent discharge of Conditions Elevation Design / Fenestration Design Intent Drawings (1:100 – plan/section/elevation) Design Intent Drawings (1:50 and 1:20 - plan/section/elevation) Key Design Intent Details (1:5)	ARCHITECT/LD	From All Stage 3 information	PCO COST	Stage 4
Mortar Analysis	SURVEY	www.sandberg.co.uk	SPECIALIST SUB-CONTRACTOR	Client Brief	PCO COST	Stage 3
Ground Penetrating Radar and Stats Searches	SURVEY	GPR Survey incoming mains Obtain services stats pack Carry out GPR onsite Topographical survey picking up position depth and runs Other services which encroach the water mains area Plan sections and details  This information will further the MEPH designer and Specialists finalised design	SPECIALIST SUB-CONTRACTOR	Client Brief	PCO COST	Stage 2

### 3.1 Statutory Approvals

#### 16/05314/COFUL

WCC last sought planning in 2016 and access to the portal, and others can find this application in the following link:

[16/05314/COFUL | Replacement of existing windows to Beaumont Buildings, Fletcher Buildings and Sheridan Buildings with new windows comprising a mix of decorated timber double glazed sliding sash, casement and fixed window units. | Beaumont, Fletcher And Sheridan Buildings Martlett Court London WC2B 5SF \(westminster.gov.uk\)](https://www.westminster.gov.uk/planning-and-building-control/planning-application/16/05314/COFUL)

WCC obtained some planning pre-application advice concerning materials and fenestration. The Service provider will build on this information with new statutory consents; the correspondence ref is P18-00714. Ultimately the Planners suggest a 'like for like replacement and consistency on additions follow the status quo, i.e. infill panels to house fans or gas service. It's also important to note that WCC didn't include the planning clarification at such time as UL received the Client Brief. Notably, an enhanced building control window compliance percentage over the brief requirement may not be achievable with this constraint, and early derogation from this must be agreed upon.

As part of an ongoing design process, the utility company(s) may need to feed into the process once the SPP stage design is underway; UL may confirm further details of these providers when they occur.

Licensing will be required for the extent of highway lands boundary; this will be for scaffold.

### 3.2 Design Strategy for Each Element

Design responsibilities are identified within the Term Contract. All works are to be undertaken in accordance with UK/ EU current standards and regulatory/ statutory requirements.

All information provided by WCC is issued for information purposes only and is in no way to form any part of the Service Providers Design without the express permission of WCC. Should the Service Provider wish to engage with any third party previously employed by WCC in this respect then permission must be sought from WCC in the first instance.

Design information required from the Service Provider will include, but is not limited to, the following:

1. Drawings, including general arrangements (plan layouts), sections and elevations, detail drawings (at appropriate scales), schedules and schematics in advance of commencement agreement. Note WCC have provided drawings (within the Appendices).
2. Materials & Workmanship specifications in advance of Commencement agreement;
3. Calculations and equipment selection rational (including relevant Technical Submittals) must be provided by the Service provider and agreed with WCC during the Pre-Commencement stage.

General guarantee/ warranty and design expectations for all materials and equipment are as follows:

1. Product failure liability cover.
2. Consequential damage cover to building fabric and contents where a product has failed
3. Workmanship of the approved Service Provider/ Installer where relevant.
4. Design liability for the contents of the system supplier's specification, advice and any other detailed drawings supplied.
5. Specification for all materials including investigations of substrates and suitability of appropriate product must be produced at pre-commencement stage

Values of cover and cost parameters of guarantees and warranties must be presented to the Client Representative with the Service Providers Business Case for elements of work.

Table A below outlines the key expectations of the Client of general materials and relating design works. General design expectations for all materials are as follows:

Design Requirements – General Works			
Element	Design Requirements	Desired Manufacturers	Guarantee / Warranty Requirement
<b>Decoration</b>	All substrates to be tested for damp and other contaminants such as lead, asbestos etc to ensure suitable for application of paint. Site specific specification to be provided	<ul style="list-style-type: none"> <li>Dulux</li> <li>Crown</li> </ul>	As per business case
<b>Decoration (Class 0)</b>	Cross cut paint samples to show paint adhesion must be carried out by specialist prior to specification. All substrates to be tested for damp and other contaminants to ensure suitable for application of paint. Site specific specification to be provided	<ul style="list-style-type: none"> <li>Integra</li> <li>Tor-Coatings</li> </ul>	As per business case
<b>Fire Doors / Front Entrance doors (FEDs)</b>	All Doorsets to be third party certified and where FED secure by design (SBD) and to meet requirements of WCC Fire Door design guide. Door schedule to be provided and included within FRA plan. Contractor must note planning restrictions where installing doors in conservation areas or to listed buildings	<ul style="list-style-type: none"> <li>Multi-Installations</li> </ul>	As per business case
<b>Roofing Generally</b>	Roof structure and any related substrate to be inspected to ensure sufficient for replacement proposed. Full site specific drawings and specification to be produced.	<ul style="list-style-type: none"> <li>Bauder</li> <li>Langley</li> <li>IKO</li> <li>Sika</li> </ul>	As per business case
<b>Rainwater goods (where replaced)</b>	To include design to current regulations. All internal pipework design and drawings to be produced where full of part of internally located drainage is proposed.	<ul style="list-style-type: none"> <li>Marley / Alutec</li> <li>Alumasc</li> </ul>	As per business case
<b>Asphalt Works Generally</b>	Existing asphalt to be completely stripped where areas to be replaced – no overlays required unless instructed by Client. All repairs to be logged individually (location, size and cost).	n/a	As per business case

<b>Concrete Repairs</b>	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.	<ul style="list-style-type: none"> <li>• Mapei</li> <li>• Sika</li> </ul>	As per business case
<b>Timber Repairs (resin)</b>	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.	<ul style="list-style-type: none"> <li>• Repaircare</li> </ul>	As per business case
<b>Water Tanks</b>	Full site specific proposals to current standards and regulations. Layout drawings, schematics, specifications, technical submittals and calculations to be provided and agreed at pre-commencement stage.	<ul style="list-style-type: none"> <li>• As per WCC standard/agreed schedules &amp; Specifications</li> </ul>	As per business case
<b>Tank Trays</b>	Full site specific proposals to current standards and regulations. Layout drawings, specifications, technical submittals and calculations to be provided and agreed at pre-commencement stage. To be minimum of 150mm deep.	<ul style="list-style-type: none"> <li>• As per WCC standard/agreed schedules &amp; Specifications</li> </ul>	As per business case
<b>Light Installation</b>	Full site specific proposals to current standards, British Standards, CIBSE guidance and regulations. Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage. Minimum of IP65 rating. Key switch provided for testing.	<ul style="list-style-type: none"> <li>• As per WCC standard/agreed schedules &amp; Specifications</li> </ul>	As per business case
<b>Electrical Installation generally</b>	Full site specific proposals to current standards and regulations. Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage.	<ul style="list-style-type: none"> <li>• Ryefield Engineering</li> <li>• MEM Eaton/Schneider</li> <li>• As per WCC standard/agreed schedules &amp; Specifications</li> </ul>	As per business case

### 3.3 Design Process including Quality Checking and Monitoring Arrangements

The United Living team will:

- Develop realistic design programme linked to Task procurement & construction requirements;
- Understand WCC requirements and brief and the key issues for stakeholders;
- Promote Value Engineering considering all issues that will directly benefit the Task, client & Residents;
- Promote a team ethos along with excellent communication and knowledge sharing, designing out risk to ensure design proposals are cost effective and practical.

Contracts Manager will implement regular meetings & workshops using the “United Way”; a structured framework of procedures to provide consistency of delivery. Progress of design Tasks will be monitored against our Design Management Tracker. We will check design solutions for:

- Compliance with Client Brief; WCC requirements and any statutory controls
- Value Engineering Opportunities; adding value; streamlining processes; repair/ maintenance costs;
- Life cycle cost economies e.g. product selection, guarantees material durability;
- Sustainability: product longevity, social sustainability; social value initiatives etc.
- Design co-ordination and Risk mitigation (development of Risk Register)

Contracts Manager and commercial team will ensure cost controls and site activities are considered so that the right solution is adopted with safe systems of work. Key to design development will be to ensure the Client Team is fully engaged. WCC will be invited to all design workshops, review meetings and formal Design Team Meetings to ensure that WCC requirements are met.

Design Compliance/ Quality Checking and monitoring procedures will include:

- Only appointing consultants/ specialist subcontractors competent for their role with subcontract agreements fully aligned to WCC Partnering contract with clear scope of services agreements;
- Collateral Warranty agreements and insurances at required levels;
- Design Review Checklist - used to identify any design conflicts / gaps; used to inform risk register
- Design start up meeting to review design tasks, agree key stage client sign off for design development
- Establish Design Responsibility Matrix
- Identify immediate key deliverables e.g. preparing planning application; investigative surveys;
- Agree meeting review dates and reporting
- Design Coordinator will use a Design Management Tracker to coordinate consultant and subcontractor design input and to provide key dates for issue of information;

- Regular Design Team meetings to: monitor progress against programme / Design Management Tracker e.g. planning application submission; surveys; preparing specifications for business case tendering; review headline issues & agree action; Review compliance with Client requirements; review risk register; consider value engineering opportunities;

### **3.4 Access Strategy**

Scaffold will be required to almost all elevations to allow the safe completion of concrete repairs, brickwork repairs, decorations, glazing and works at roof level.

Scaffolding generally:

- Fully designed scaffolding including advanced weekly independent scaffold inspections
- Working lifts at all levels and possibly chimneys.
- Debris Netting to all elevations
- Double boarding at 1<sup>st</sup> floor level
- Fans over all doorways and walkways
- Lockable ladder access hatches
- Scaffold alarms to all first-floor levels
- Foam sleeves to all standards at ground level

### **4.0 Programme**

A programme of works has been created and can be found within Appendix A. In summary the construction phase of the project has been estimated 79 Weeks.



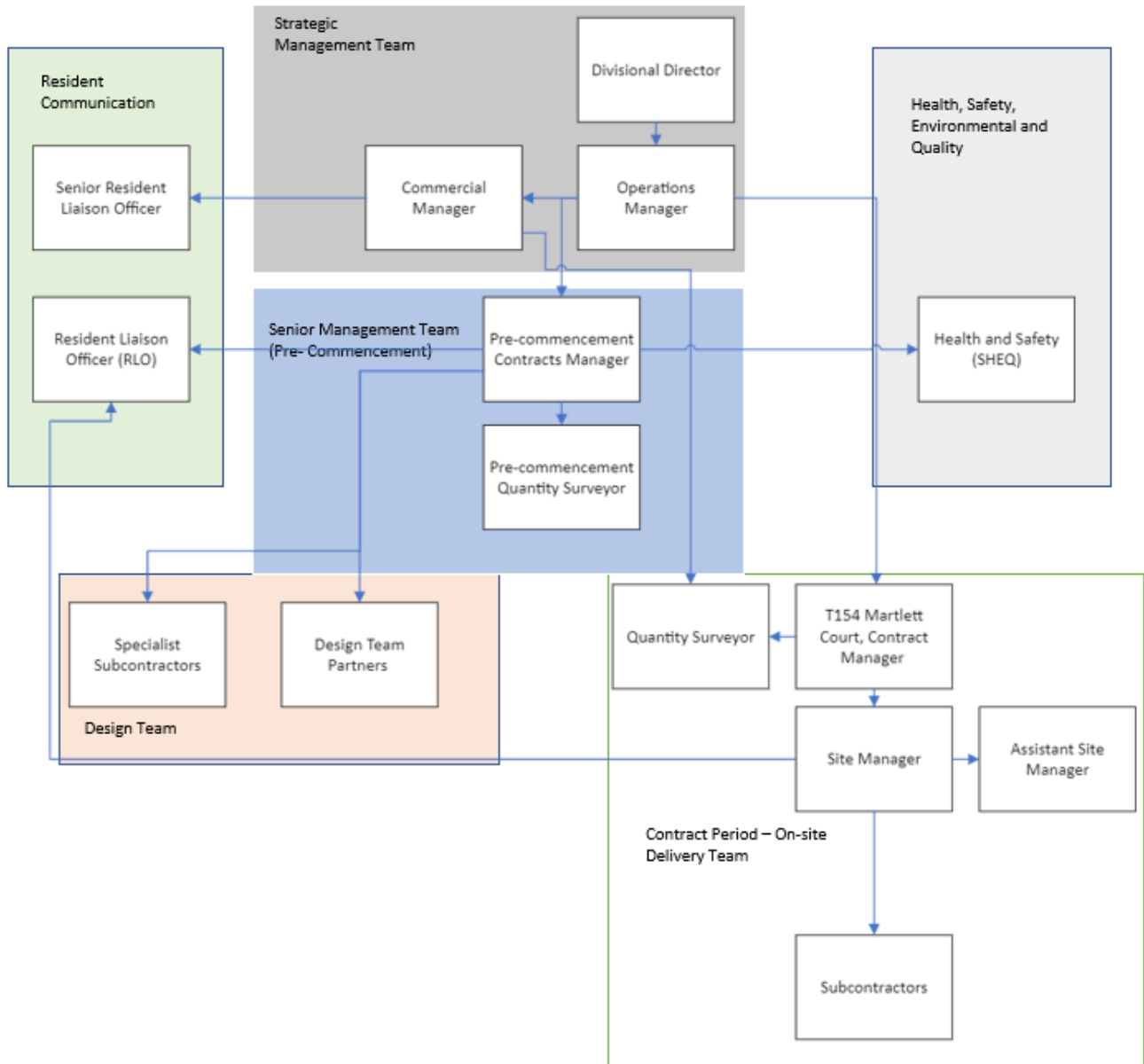
### 5.0 Resource Plan and Preliminaries

A detailed breakdown is included within Appendix A.

SPP Resource Plan	Resource Schedule	Indicative SPP Development Period																											
		Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
		Appointed / Designed																											
Lead Designer	No/No																												
Arcus Consulting LLP																													
Principal Designer																													
Partner Review LTD	Yes/From issue of PCO																												
Design Co-ordinator:	Yes																												
United Living																													
Design Team/Consultants Current																													
TBC																													
Product Design Current																													
TBC																													
Proposed Design Team/Consultants under SPP stage	DESIGN TEAM PROGRAMME TO BE CONFIRMED																												
Scaffold Design/Plans and Sections Elevations	No/No																												
Design Calculations (Arcus LLP)	No/No																												
Drone Survey (Arcus LLP)	No/No																												
Structural Engineer Full recommendation / remedial measures (Arcus LLP)	No/No																												
Structural Engineer Roof survey and design (Arcus LLP)	No/No																												
Structural Engineer Lightweight, robust powder-coated fabricated Aluminium lean-to frame NBS Specification / BS 8000(Arcus LLP)	No/No																												
Structural Engineers Coordination (checking connection details)(Arcus LLP)	No/No																												
Structural Engineer NBS Specification for internal Walls and Finishes (Arcus LLP)	No/No																												
Structural Engineer roof deck protection - NBS Specification (Arcus LLP)	No/No																												
Structural Engineer Structural Frame - Design and Specifications (Arcus LLP)	No/No																												
Structural Engineer Structural Frame - Design and Specifications (Arcus LLP)	No/No																												
Survey/Condition surveys - windows (Arcus LLP)	No/No																												
Measured Surveys/execute complete design suite of elevations/sections and details to support Planning and Building control Submissions NBS Specification (Arcus LLP)	No/No																												
Paint Treatments for Steelwork (Painting) Render and cleaning and repair specification (Arcus LLP)	No/No																												
Masonry and concrete repair specifications (Arcus LLP)	No/No																												
Masonry/ite investigation report - brickwork (Arcus LLP)	No/No																												
Cladding schedule and details (Arcus LLP)	No/No																												
Cladding Design (Arcus LLP)	No/No																												
Masonry/BS Specifications (Arcus LLP)	No/No																												
M&E - External - survey and specs (Arcus LLP)	No/No																												
M&E - Internal + small power - survey and specs (Arcus LLP)	No/No																												
M&E Design (Arcus LLP)	No/No																												
FRA review and recommendations and design (Arcus LLP)	No/No																												
FRA Doors and Glazing schedules - FRA (Arcus LLP)	No/No																												
Measured surveys Measured surveys (Arcus LLP)	No/No																												
Planning applications submission (Arcus LLP)	No/No																												
Product Design under SPP																													
TBC																													
Contractor Design Portion																													
TBC																													
Client Engagement																													
Estate Works - Clarifications	No/No																												
Liaison Support - Appointments	No/No																												
Surveys - Asbestos	No/No																												
Indicative Management Resources																													
ULT team																													
Pre-Construction Manager (Contracts Manager)	Allocated																												
Design Manager	Allocated																												
Quantity Surveyor	Allocated																												
Administrative Support (SM/PM/DM etc)	Allocated																												
Indicative Total Resources																													

### 4.1 Project Management Structure

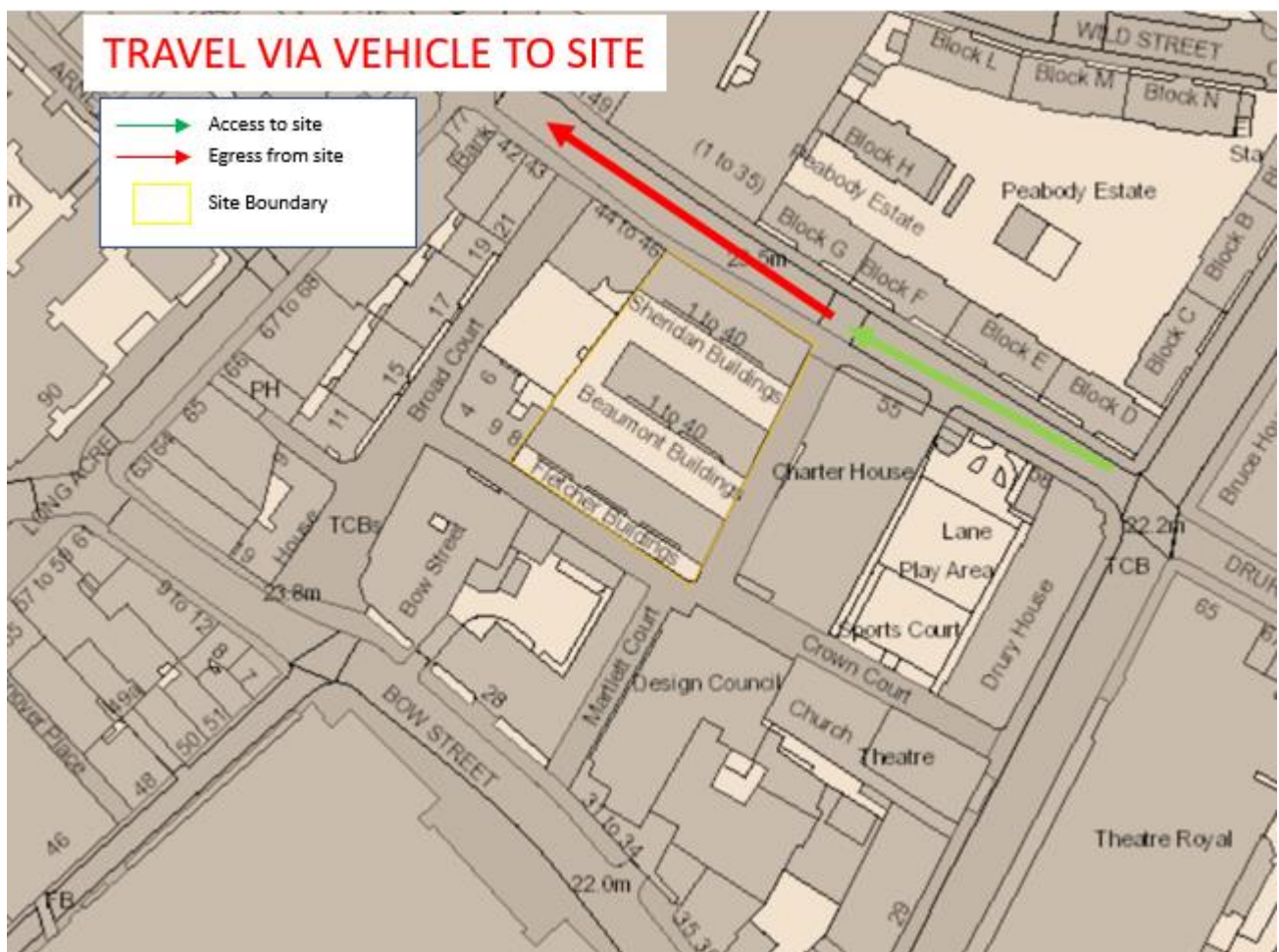
Our defined structure identifies the UL Strategic Senior Management Team (Off-Site Indirect Support), UL Support Team (Off-Site Direct Support), UL Management Team (On-Site Direct), UL Site Delivery Team Incl. Supply Chain.

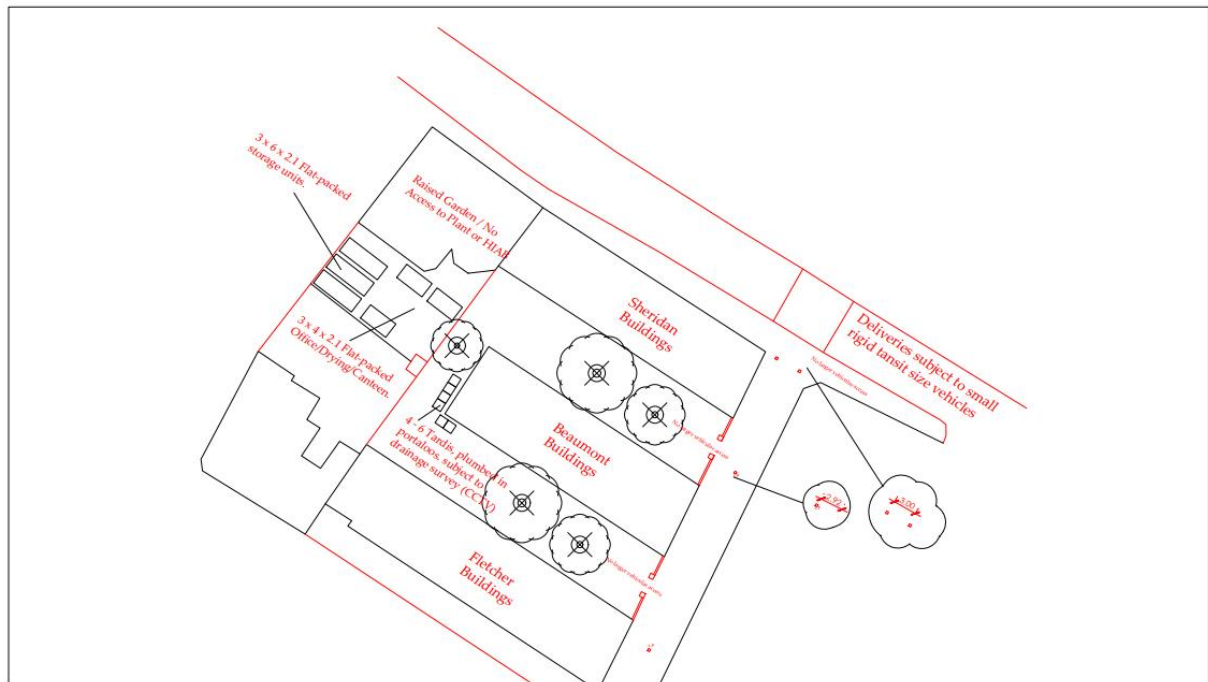



**Subcontractor Supply Chain** will include:

1. Scaffolding
2. Electrical
3. Painting and Decorating
4. Concrete and Brickwork repairs
5. Asbestos Surveys
6. Asbestos Removal
7. General Builder
8. Roofing (Patch repair)
9. Timber repairs
10. Metalwork Repairs / New Metalwork
11. Drainage Surveys and Repairs
12. New Windows
13. New Front Doors

**4.2 Site Setup Proposal**





CLIENT	PROJECT Martlett Court Access and restrictions	DRAWING TITLE Proposed site containers	DWG No.	
			DATE	SCALE

**Site Setup Contents;** We use half the raised Residents' gardens to include the following:

- 3 x 4 x 2.1 Flat-packed Office/Drying/Canteen.
- 3 x 6 x 2.1 Flat-packed storage units.
- 4 - 6 Tardis, plumbed in portaloos.

Please note the containers will be subject to fit-out electrically, mechanically and surplus to furniture, which usually comes when hiring traditional containers.

## **5.0 Cost Plan**

United living has reviewed the scope of works as defined within section 2, carried out site visits and liaised with various sub-contractors. As a result of this the original client brief budget has been revised.

A detailed breakdown is included within Appendix B.

## 6.0 Information Required

Appendix D includes a request for information schedule that will be continually updated throughout pre-construction and construction phases.

## 7.0 Communications Plan

**Background:** Martlett Court lies between Drury Lane and Bow Street in the heart of Covent Garden and comprises of three red brick blocks, Fletcher, Beaumont and Sheridan Buildings. There are 125 flats, predominantly privately owned.

Condition surveys have been carried out by Westminster's Asset Strategy Team and the Capital Programme Team. They have highlighted major works required to Martlett Court in order to ensure the integrity of all three buildings.

**Community Engagement:** We will work closely with residents' and stakeholders to create a personal and resident focused project. Our aim is to ensure that all residents' including the residents' voice and garden group are heard and get fully involved in the major works. United Living and Westminster City Councils' communications team will be in touch with these groups between the Project Execution Plan (PEP) and Service Providers Proposal (SPP) to talk about the communications plan. Residents can then get involved and help to shape a bespoke communications plan to suit their engagement needs.

United Living is aware that a sensible, but flexible approach needs to be considered. We would propose (Also open to suggestions):

- A monthly newsletter.
- Email update every 2 weeks.
- Attend the project meetings that relate to the residents' communications.
- Site manager to provide update by way of notice boards, email, regular or adhoc meetings and extended site hours according to the major works' happening at the time i.e. window replacement.

A dedicated resident liaison team will be allocated to Martlett Court. Every member of the team, including operatives, have a role in the customer journey and are trained in their part, in effective communication with residents.

The team will include a dedicated Resident Liaison Officer (RLO), who will be based on site, full time, to provide a proactive service for the residents' in terms of timely and accurate information, communication and delivery of tailored service plans for vulnerable residents, complaints management, attendance and reporting of performance to resident committee and general support for all residents.

The RLO will be supported by our Senior Resident Liaison Office (SRLO) Deborah and Resident Liaison Manager (RLM) Kelly. We will ensure leaseholder's needs are fully met in terms of communication and will work closely with the Lessee Services Team to support statutory consultation and events. WCC will formally consult with leaseholders as part of the planned works, to discuss cost implications.

Our aim or approach to the works will encompass any previous resident and stakeholder consultation.

Please find below our template communication plan, which can be tailored to Martlett Court resident's.

**General communications:**

Term Brief Milestone	Requirement	Core Activity
Commencement Agreement	'Meet the contractor' session	<p>United Living will host and chair a meeting with residents</p> <ul style="list-style-type: none"> <li>• Invite Ward Councillors and WCC to attend giving suitable notice in advance.</li> <li>• Prepare presentations, timescales and ongoing communications plan.</li> <li>• Q and A summary of previous consultation being considered for Martlett Court.</li> <li>• Capture attendance on attendance sheet.</li> <li>• Record and prepare communication for any issues and actions arising from the meeting.</li> </ul>
Prior to start of works	Pre-condition surveys to all properties	<ul style="list-style-type: none"> <li>• 'S20' process agreed with Westminster to ensure we meet statutory obligations.</li> <li>• Visits to all properties detailing any access issues, disability, poor mental health issues, language barriers, previous or existing repair issues.</li> <li>• Take pre-condition photos.</li> <li>• Report issues of relevance to Westminster promptly.</li> <li>• Suite of letters issued to each resident to inform them of survey appointments, scaffold erection, works commencement etc.</li> </ul> <p><b>Letter to include:</b></p> <ul style="list-style-type: none"> <li>• Introduction to United Living.</li> <li>• Scope of works.</li> <li>• Location of site set up facilities.</li> <li>• Possible noise, disruption and foot traffic.</li> <li>• Start and finish date.</li> <li>• Appointment invitation to book out in-flat pre-condition surveys.</li> <li>• Resident Liaison Officer details.</li> </ul>
Pre-start	Issue 'contractor information /welcome pack'	<p>Hand deliver resident information pack to all properties. To include:</p> <ul style="list-style-type: none"> <li>• Teams card with names of key staff members contact details.</li> <li>• Working hours.</li> <li>• Out of hour's emergency or 24/7 number.</li> <li>• Code of conduct.</li> <li>• Resident information booklet.</li> </ul>
Pre-start	Pilot works, ballots and samples	<ul style="list-style-type: none"> <li>• Invite stakeholders to attend the inspections of pilot works.</li> <li>• Update and provide professional sample boards and samples if applicable.</li> <li>• The contractor will arrange for specialists, technical advisors, suppliers to provide information or be present if required.</li> </ul>

On-site	Within the first month	<ul style="list-style-type: none"> <li>• Notify residents' that works are due to take place including instructions to notify their insurers, where necessary.</li> <li>• Carry out pre-commencement surveys.</li> <li>• Report issues of relevance to WCC promptly.</li> </ul>
Onsite	Daily	<p>United Living will provide a responsive service to residents' and stakeholders between the hours of 8am to 5pm. Mondays to Thursdays and 8am to 4.30pm Fridays.</p> <ul style="list-style-type: none"> <li>• Ensure that there is a dedicated RLO office where residents' can visit.</li> <li>• Respond to all queries within the agreed timescales.</li> <li>• Record, investigate and resolve complaints and compensation requests within agreed timescales.</li> <li>• Ensure that complaints are submitted to WCC.</li> <li>• Prepare and display hazard and disruption notices where necessary.</li> <li>• Send appointment letters and reminders and record 'no access' and escalate to WCC accordingly.</li> <li>• Bespoke FAQ if required, to address specific concerns such as Health and Safety issues, change in project team or scope of works.</li> <li>• RLO to record visits and calls on Easy BOP</li> <li>• Regular visits to those properties where work is ongoing.</li> </ul>
On site	Weekly	<ul style="list-style-type: none"> <li>• The contractor will arrange access via the 3 letter process.</li> <li>• All residents' will be contacted by letter to arrange convenient appointments for works inside their home.</li> <li>• Any properties that fail to respond following 3 letters will be forwarded to WCC for assistance gaining access. Photographic evidence will be provided.</li> <li>• All appointments will be followed up with a reminder letter.</li> <li>• Complaint and compliments tracker to be sent to WCC on a weekly basis.</li> </ul>
On-site	Monthly	<ul style="list-style-type: none"> <li>• Newsletters issued at regular intervals.</li> </ul>
Pre-handover	Snagging	<ul style="list-style-type: none"> <li>• Contact residents' and other stakeholders to report any snagging issues.</li> <li>• Collate residents' snagging issues for resolution.</li> </ul>



	End of Project confirmation	<ul style="list-style-type: none"> <li>• Notify residents' and other stakeholders that the project is complete and entering the defects period.</li> <li>• Confirm the procedure for reporting defects.</li> <li>• Issue Aftercare Booklet.</li> </ul>
During the defects period	Defects inspections	<ul style="list-style-type: none"> <li>• Arrange access and appointments for defects works. Record any no access and escalate accordingly.</li> </ul>
End of defects period	End of defects period	<ul style="list-style-type: none"> <li>• United Living to notify residents' that the defect period is over and the contact details for reporting future issues</li> </ul>