

Project Execution Plan  
Lot 2 Major Works Framework

## X254 Hall & Braithwaite Ventilation







Hall & Braithwaite Towers



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## 1.0 Introduction

### • Purpose

This Project Execution Plan (PEP) is based on the information provided within the Client Brief X254 Hall & Braithwaite Towers and supporting information provided to Axis by CityWest Homes. This PEP has been produced in accordance with all listed CityWest Homes requirements.

The purpose of this PEP is to capture and record the proposed strategy for design, procurement and delivery of each task within the client brief; providing a detailed resource plan and delivery programme, identifying all foreseeable risks and mitigation action, and added value innovative delivery methodologies to be considered.

### • Background

CityWest Homes' Hall & Braithwaite Towers are situated in the Paddington Green area in the Little Venice Ward of Westminster City Council. It comprises two blocks that are 21 storeys high. Each block contains 80 flats. The blocks were originally built in 1967 and generally of reinforced concrete construction.

There are centralised toilet and bathroom extract ventilation systems serving each tower block with the main extract fans being located in the roof level plant rooms. Each block has one central extract system serving bathrooms and separate WC's and each has duty/stand by extract fans. The existing fans are at the end of their efficient working life. The ventilation fans to be replaced are located on top of the blocks.

Following recently completed FRA surveys, works within the Client Brief include the completion of works identified by those surveys.

There is an electrical sub station within the parameter of Hall Tower

The tower blocks are adjacent to the City of Westminster College Paddington Green Campus and The Paddington Green Health Centre.

The blocks are well connected. There are several local bus routes and are less than 10 minutes from Edgware Road underground station as well as Paddington overground and underground station

### Previous contracts and Lessons Learned

- 2017 – T291: Fire Risk Assessment Works
- 2014 – R137: Replacement of Cold water Down Service storage cisterns in roof top tank rooms and roof spaces. Replacement of booster pump sets at various locations. Security upgrades to tank rooms.
- 2012 – Q128: Redecoration of communal areas including replacement of wall and floor tiles.

Lessons learned from a previous project – P128a Lisson Green Ventilation Works – low resident satisfaction score and dissatisfaction with engagement with residents and answering queries within a reasonable period.



The Axis RLO team will be involved in the project from the pre commencement stage, to ensure early engagement with residents and throughout the project.

## Properties

- Hall Tower, Church Street, W2 1LN
- Braithwaite Tower, Hall Place, W2 1LP

| Block             | No: of units | Lessee | Tenant | Total |
|-------------------|--------------|--------|--------|-------|
| Hall Tower        | 80           | 24     | 56     | 80    |
| Braithwaite Tower | 80           | 40     | 40     | 80    |

Main pedestrian access to each block is via a communal entrance door which is controlled by a door entry system

The ground floor comprises communal entrance hallway, concierge reception desk and numerous storage, intake and plant cupboards

There are 2no 2 bed flats and 2 no 3 bed flats on each floor (1<sup>st</sup> floor to 20<sup>th</sup> floor).

The block is serviced by 2 no lifts and a staircase. There are rear exit doors at base of the stairwell.

## Project specific aims

By providing a tailored, positive and responsive service we are 100% committed to working collaboratively to achieving excellence in service, value and quality.

## Key considerations and issues

- Parking is restricted
- Restricted/limited communal external areas adjacent to the blocks for site accommodation, storage, skips etc
- Large ongoing new housing development in adjacent Adpar Street
- Difficult to access elements

## 2.0 Scope of works

The full scope of works required at each block as set out in the Client Brief and Addendums is detailed below

|                          |   |
|--------------------------|---|
| <b>Access Required</b>   | <ul style="list-style-type: none"><li>• Access required to roof level plant rooms for installation of replacement fans and electrical works</li><li>• Access required internally to flats for installation of ventilation grilles and dampers</li></ul>   |
| <b>Condition Survey</b>  | <ul style="list-style-type: none"><li>• CWH have commissioned Survey Reports in order to inform the scope of works for the Project</li><li>• Prior to commencing works, Axis Europe to undertake a condition survey of all areas to be affected by the works to include written and photographic evidence. The condition survey is to be agreed with CWH prior to commencement of works and any areas affected by the works are to be handed over to CWH in no worse a condition on completion of works</li></ul> |
| <b>Ductwork Cleaning</b> | <ul style="list-style-type: none"><li>• Specialist Ductwork Cleaning Contractor to clean the existing ductwork in accordance with CIBSE/BSRIA and HVAC TR19</li></ul>   |
| <b>Extract Fans</b>      | <ul style="list-style-type: none"><li>• Existing extract fans and associated equipment within the plant room to be replaced</li></ul>   |
| <b>In Flat Works</b>     | <ul style="list-style-type: none"><li>• Local ductwork to be cleaned.</li><li>• Ventilation grilles and control and fire dampers to be installed</li></ul>  |

Electrical Works  
-  
Lighting and  
Power

- Survey and Review of existing lighting systems in areas affected by the works and upgrade of systemsd here required
- Small power (240v) provision to plant room spaces for future maintenance and repairs
- Installation of earth and supplementary bonding to all items associated with the works

Walkways/  
Access

- Survey of all existing walkway and access routes in connection with the works and any repairs or improvements required for future sfe and efficient plant maintenance or replacement

FRA Works

- Carry out FRA and compartmentation works/recommendations to include replacement FD30 door sets to Tenanted Properties (with Leasehold opt in offered), and replacement communal doors.

Asbestos/  
Hazardous  
materials and  
circumstances

- Prior to commencement of works carry out R&D survey to all areas affected by the works with recommendations for removal/management of any potentially hazardous materials identified

Builders Works

- All Builders work and making good in connection with The Works and any other minor building fabric repairs identified during the course of the works where instructed by CWH



## Hall Tower & Braithwaite Tower

Both are 21 Storey Blocks containing 80 flats

| Element                 | Scope of work required                                       | Comments   |
|-------------------------|--|--|
| Pre Construction Survey | Existing Condition Survey to be carried out                  | <p>Prior to commencement of the works we will undertake a survey of the existing condition in the areas in which work is to be carried out and provide as a written report with photographic evidence. Report to include identification of any areas of concern where additional works may be required and any proposed remedial recommendations.</p> <p>Condition Survey to be agreed with CWH prior to commencement of works and any areas affected by the works are to be handed over in a condition no worse than existing.</p>  |
| Access Required         | Access will be required to various areas to enable the works | <p>Access will be required to every flat for pre condition and R&amp;D surveys plus to carry out localised cleaning of ducts and replacement of duct grilles, dampers etc plus associated BWIC. This access will be arranged by letter by our Resident Liason Team.</p> <p>Generally current access for maintenance and repair is via the existing plant room doors and access hatches.</p> <p>In order to minimise disruption to Residents, we propose that a hoist tower and electric hoist be erected to each block to provide materials access to roof level without the need to transport materials through the communal areas.</p> <p>Access will also be required into residents properties for some of the works elements and these appointments will be co-ordinated and confirmed in writing by the Resident Liason Officer.</p> |

|                                |  |   |
|--------------------------------|--|---|
|                                | Survey and review all current access doors/hatch provisions including any ladder access requirements     | Existing access route to plant room to be surveyed.<br>From our initial site visits these works will be minimal   |
| Access Hatches and doors       | Specialist Cleaning of existing ductwork system  | We will engage the services of a specialist contractor to clean all existing ductwork in accordance with CIBSE/BSRIA and HVAC TR19.<br>Upon completion, photographic evidence to be provided to CWH of pre and post clean.  |
| Ductwork Cleaning              | Existing Extract fans to be replaced   | We will engage an approved specialist Contractor to carry out the replacement of the 2 no extract fans situated at roof level on each block, ensuring that there is minimum down time and that extract ventilation is provided at all times.<br>Full site proposals to current standards and regulations to include layout drawings, schematics and technical specifications to be provided upon receipt of pre commencement order as part of works proposals documents and agreed with CWH prior to commencement of the works. |
| Extract Fans                   | Supply, install and connect all associated ductwork, dampers and fittings involved in replacing the fans | Proposal for CWH agreement to be included in fan replacement proposals item above   |
| Ductwork, dampers and fittings | Survey/Review existing lighting systems within all areas associated with the works                       | We will engage a NIC/EIC specialist contractor to review existing lighting provision and undertake a lux test test in all plant room areas to ensure that lighting levels comply with current regulations and CIBSE recommended levels. Report and any recommendations to be submitted to CWH   |

|                       |   |  |
|-----------------------|---|--|
|                       |   | for approval. Report to include emergency lighting provision and compliance with BS5266 Emergency Lighting requirements. Upon completion of any agreed improvement works and Electrical Installation Condition Report will be issued.  |
| Electrical – Lighting | <ul style="list-style-type: none"> <li>• Survey of existing electrical power installations in areas associated with the works</li> <li>• Provision of localised Small Power (240v) for future maintenance and essential repairs</li> <li>• Provide a complete system of earth and supplementary bonding</li> <li>• Replace existing containment systems for power and lighting</li> </ul> | We will engage a NIC/EIC specialist contractor to review and test existing installation and provide a report to CWH.   |
| Electrical - Power    | <ul style="list-style-type: none"> <li>• Cleaning of localised ductwork</li> <li>• Replacement of internal grilles and control dampers</li> <li>• Installation of new/replacement of fire dampers</li> </ul>  | <p>These works will be carried out by the relevant duct cleaning and HVAC installation Contractors we engage for this project.</p> <p>Our RLO team will liaise with residents and our Site Management and Contractors to coordinate access to programme and carry out these works</p>  |
| In Flat Works         | <ul style="list-style-type: none"> <li>• Survey/review all existing walkway/access route provisions to areas associated with the works</li> </ul>   | We will undertake a survey of all walkways and access routes that are associated with The Works and where necessary provide CWH with proposals and estimated costs for design, supply and installation or replacement of designated walkways to ensure that they provide safe and efficient access for future maintenance or repairs |
| Walkways/Access       | Carry out Builders Work in connection with The Works  | <p>Preparation as required and subsequent making good of any disturbed finishes to a standard acceptable by CWH</p> <p>Provide recommendations to CWH for any other builders work items identified as necessary and carry out these works if approved by CWH</p>   |

|                |  |   |
|----------------|--|---|
| Builders Work  | Carry out all builders work in association with the works.   | In Flat builders work in association with ventilation grille replacements.<br>Opening up areas and making good as required to facilitate ductwork cleaning.   |
| FRA Works      | Fire Door sets, and communal signage'. Firestopping and compartmentation in association with the ventilation works.  | We will engage a third party accredited Contractor to supply and install new fire door sets. Door specifications and certification to be approved by CWH prior to instruction to supply chain.<br>We will employ an FPA approved contractor to carry out any fire stopping and signage works  |
| Asbestos Works | Axis Note/RFI<br>There are existing floor tiles to the covered areas at roof level. These are lifting and damaged. These are not clearly identified on the asbestos survey provided with the Client brief as NADIS.<br>Sample to be tested and Client decision to be sought on whether these are to be removed | An ARCA accredited contractor will be instructed to carry out R&D survey in each area prior to any works taking place.<br>A full R&D survey required to all flats to cover kitchens and bathrooms, to identify any potential ACM's which may be disturbed in the process of our work.<br>The requirement for this is due to The Control of Asbestos Regulations 2012. |

### 3.0 Design strategy

To ensure project success and resident satisfaction, it is essential that we collaboratively plan delivery of all work elements so that we can design out any potential problems in advance.

#### 3.1 Statutory Approvals

There are no blocks within this contract which are listed buildings or part of a conservation area.

### 3.2 Design Elements

All work will be completed in compliance with the above approvals and associated requirements, and in accordance with the following:

| Element               | Design requirements   | Manufacturer   | Warranty / Guarantee                   |
|-----------------------|---|--|--|
| Extract Fans          | Full site specific proposals to current standards and regulations.<br>Layout drawings, schematics, specifications, technical submittals and calculations to be provided and agreed at pre-commencement stage  | Nuaire   | Minimum 2 Years manufacturers warranty |
| Silencers             | Full site specific proposals to current standards and regulations.<br>Layout drawings, schematics, specifications, technical submittals and calculations to be provided and agreed at pre-commencement stage.   | J C Acoustics<br>Caice   | 2 year manufacturer's warranty         |
| Grilles               | To be white steel powder coated and include integrated fire damper.   | • FlaktWoods   | 2 year manufacturer's warranty         |
| Flow Regulator/Damper | To fit existing ductwork and with full site specific proposals. Full site specific proposals to current standards and regulations.<br>Layout drawings, schematics, specifications, valve charts, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage. | • Trox UK Ltd  | 2 year manufacturer's warranty         |
| Controls              | To connect to the existing Trend system where possible and as noted in the specification.<br>As specification where a Trend system is not present.  | • Trend  | 2 year manufacturer's warranty         |
| Ductwork              | Full site specific proposals to current standards and regulations.<br>Layout drawings, schematics, specifications, valve charts, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage.   | • To DW144   | Manufacturers warranty                 |
| Light Installation    | Full site specific proposals to current standards, British Standards, CIBSE guidance and regulations.<br>Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement                               | • Fittings = Fitzgerald or Whitecroft Lighting<br>• As per CWH standard/agreed schedules & | 5-year manufacturer's warranty         |



|                               |  |   |                                  |
|-------------------------------|--|---|----------------------------------|
|                               | stage. Minimum of IP65 rating. Key switch provided for testing   | Specifications  |                                  |
| Electrical Fittings Generally | 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>• Fittings = Crabtree and/ or MK</li> <li>• As per CWH standard/agreed schedules &amp; Specifications</li> </ul> | Standard manufacturer's warranty |
| FRA works                     | Full site specific proposals to current standards and regulations. Fire Strategy Report & Drawings (if required), Layout Drawings and Details, Specifications and Technical Submittals to be provided and agreed at pre-commencement stage         | As per CWH standard/agreed schedules & Specifications   | Standard manufacturer's warranty |

### 3.3 Designers

We will work with our partners to provide CityWest Homes with various access design options in order to achieve best value / cost savings without compromising on safety and ensuring full compliance with all relevant regulations.

### 3.4 Design process

Our Design Team will comprise Axis' technical team, Design Co-ordinator and the specialist consultants and subcontractors identified for each task. Our focus will be to:

- Develop a realistic design programme linked to task procurement and construction requirements.
- Understand CityWest Homes' requirements / brief and key stakeholder issues
- Promote value engineering considering all issues that will directly benefit the project, Client and residents
- Promote a team ethos along with excellent communication and knowledge sharing and design out risk to ensure all design proposals are cost effective and practical

The Contracts Manager will implement regular meetings and workshops using the 'Axis way'; a structured framework of procedures to provide consistency in delivery. Progress of design tasks will be monitored against our Design Management Tracker. We will check all design solutions for:

- Compliance with the Client Brief, CityWest Homes' requirements and all statutory requirements.
- Value engineering opportunities; adding value; streamlining processes; repair and maintenance costs
- Lifecycle cost economies such as product selection, guarantees, material durability
- Sustainability: product longevity, social sustainability; social value initiatives etc.
- Design co-ordination and risk mitigation (development of the risk register)

The Contract 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. CityWest Homes will be invited to all design workshops, review meetings and formal Design Team meetings to ensure that requirements are met.

### 3.5 Design compliance / quality checking and monitoring procedures

- Only appointing consultants / specialist subcontractors competent for their role with subcontract agreements fully aligned with CityWest Homes Partnering contract with clear scope of services agreements
- Collateral Warranty agreements and insurances at the required levels
- Design review checklist - used to identify any design conflicts / gaps; used to inform risk register
- Design start up meeting review:
  - Design tasks, agree key stage Client sign off for design development
  - Establish a Design Responsibility Matrix
  - Identify immediate key deliverables e.g. preparing planning applications and investigative surveys
  - Agree meeting review dates and reporting
- Design Co-ordinator will use a Design Management Tracker to co-ordinate consultant and subcontractor design input and to provide key dates for issue of information
- Regular Design Team meetings will be held to: monitor progress against programme / Design Management Tracker e.g. planning application submission, surveys, preparing specifications for business case tendering, review of headline issues and agreement of action, review compliance with Client requirements, review risk register and consider value engineering opportunities
- Document Management system to be used to manage and co-ordinate all design information; fully auditable with version control tracking to manage business case returns
- Procurement schedule aligned to construction programme will be produced by the Contract Manager and Commercial Team to identify inputs required and programme and procurement for each subcontract package. High value and long lead-in packages will be prioritised

### 3.6 Roles and responsibilities schedule for the Design Team

| Role   | Responsibility   |
|--|--|
| All Design Team members  | To identify and consider Health & Safety risks as part of design and support development of the risk register.   |
| <b>Axis</b>  |  |
| Operations Manager, Commercial Manager and Quantity surveying Team | Selection and appointment of Design Team competent for their roles; development of specifications and bill of quantities for scope of works packages supported by consultant and specialist manufacturer / supply teams; and aligned to CityWest Homes requirements. |
| Axis Co-ordinator  | Co-ordination of all design; development of design register, establishing milestone dates for provision of information and   |

|   |  |
|---|--|
|   | managing progress against programme; informing Operations and Contract Manager for reporting.  |
| <b>Consultant team</b>                      |  |
| Principal Designer                          | Ensuring Health & Safety risks are considered and mitigated in design with regular review and audit.   |
| M&E Specialist                              | Support development of the M&E performance specifications aligned to Client Brief to enable Axis to issue specialists for competitive quotations.  |
| Building Surveyor                           | Supporting Axis' Commercial Team in development of works methodology and specifications for competitive quotations.  |
| Fire Risk Assessment Specialist             | Develop performance specification aligned with FRA works required and update Fire risk Assessments for all blocks.   |
| All   | Provide advice on alternative methods / products to reduce Health & Safety risks.  |
| <b>Specialist manufacturers / suppliers</b> |  |
|   |  |
|   |  |
| <b>Specialist subcontractors</b>            |  |
| Electrical specialist                       | Preparation of design aligned to performance specification for review / sign off; including layout and wiring drawings; provision of as built drawings and O&M information upon completion; asset data to be provided in COBie format. |
| <b>Client Team</b>                          |  |
| Client representatives                      | To work with Axis' Design Team and comment on proposed design solutions and provide feedback / approval as required within agreed time periods.  |

### 3.7 Design monitoring

To ensure design compliance and the highest level of quality for CityWest Homes and Avenue Gardens residents, we will continually monitor quality and meet your standards in the following ways:

- ✓ Use of Axis' ISO9001:2015 accredited Quality Management System
- ✓ A Design Review Checklist to identify any design conflicts or gaps. This will be used to finalise the design risk register.
- ✓ Design meetings during mobilisation, where we will:
  - Align Client expectations, design predictions and operational performance
  - Assign all design tasks
  - Agree all elements that require sign off
  - Identify immediate key deliverables such as preparing planning applications and surveys / investigation
  - Agree reporting formats and meeting frequencies
- ✓ Design management tracker
- ✓ Confirming warranty / guarantee agreements and minimum insurance levels required.
- ✓ Regular Design Team meetings to:

- Monitor progress against the programme and Design Tracker
- Review compliance with CityWest's requirements
- Review and update the Designers Risk Assessment
- Ensure best value is achieved through Value Engineering Workshops including our supply chain partners
- Carry out reality checks
- ✓ SharePoint to co-ordinate all design and project information which enables collaborative working and instant information transfer.
- ✓ Formal procurement schedule, aligned to the programme – identifying procurement for each subcontractor work package and prioritising any items of high value / with long lead-in times
- ✓ Site Supervisor and RLO daily inspections

### 3.8 Designers risk assessment

CDM 2015 Regulations, Regulation 9 - Duties of Designers; Designers must eliminate as far as reasonably practice, foreseeable risks to the Health & Safety of those who are going to construct the design, maintain the structure and use the structure. If the Designer cannot eliminate the risks, they are to take steps to reduce those risks, provide information on those risks to the Principal Designer, and ensure appropriate information is included in the Health & Safety File. In accordance with the above regulations, we have set out all design risks identified at this stage and the relevant control measures.

| Design phase risks |   |                              |  |  |  |   |   |               |
|--------------------|---|------------------------------|--|--|--|---|---|---------------|
| No:                | Item  | Date                         | Action owner   | Hazards  | Design control measure   | Residual hazard   | Construction phase control measure  | H&s file info |
| 1                  | Work at height;<br>Scaffold edge protection | On-going from Contract Award | Axis – Contract Manager, Senior Site Manager, Site Foreman and H&S Manager | Project will require working at height. Design Team to consider how this can be achieved safely.                                       | Ensure that items and scheme specified take into consideration the manual handling and working at height regulations.                              | Axis to consider the most reasonably practicable method of working at height allowing for site conditions and the accessibility to and from the building. | Access arrangements and delivery schedule/traffic management  |               |
| 2                  | Vulnerable residents                        | On-going from Contract Award | Axis - RLOs  | Vulnerable residents can be those with physical or mental disabilities and those whom the Client knows has a history of threatening or | The Design Team will need to make sure they consider these residents and ensure that they discuss proposals with the Clients RLO and on site team. | The Principal contractor will need to carefully consider their approach which should be closely coordinated with RLO and Client's site team.              | Regular communications and meetings with relevant parties to keep everyone concerned aware of the situation and of any changes which may have an impact. Also, keep |               |



|   |  |                              |   |   |   |   |  |  |
|---|--|------------------------------|---|---|---|---|--|--|
|   |  |                              |   | abusive behaviour.  |   |   | to any prearranged appointments or inform of any changes at earliest possible time.  |  |
| 3 | Adjacent buildings in use                            | On-going from Contract Award | Axis - all                              | Site is subject to pedestrian traffic. Local children and residents use nearby buildings and roadways. The blocks are adjacent to a College Campus. | Design Team to consider adjacent building uses and the impact the works may have on them and the additional hazards and associated risks that are part of this type of work.  | Axis will need to ensure that their CPP consider the adjacent building uses and how their works may be impacted.  | Regular updates and communication with residents to inform them of progress and sequencing of works and if any changes to original scheme are planned. |  |
| 4 | Current H&S strategies associated with the buildings | On-going from Contract Award | Axis – H&S Manager and Contract Manager | Fire Strategy. Emergency vehicle access strategy. Refuse strategy.  | The Design Team will need to consider these strategies to identify if proposed works compromises any of them adversely. Any changes required to be brought to attention of Client, to advise residents of any temporary measures. | Client to advise on strategies to Principal Contractor within pre construction info to enable appropriate resource allocation and consideration to how this may impact on their own construction phase fire and emergency strategy. | Any changes to strategies will need to be passed on to residents and site team by means of update meetings and signage around the areas.               |  |
| 6 | Warranties   | On-going                     | Axis - Design                           | Some warranties   | Design Team to  | Should the Principal  | All warranties   |  |

|   |                 |                          |      |  |   |  |  |  |
|---|-----------------|--------------------------|------|--|---|--|--|--|
|   |                 |                          | Team | are very specific to the on-going maintenance required to ensure they remain valid.        | consider maintenance requirements on elements specified. Specifying more expensive products that require less maintenance, may offer long term cost savings, as well as reducing residual risks associated with product / material maintenance. | contractor offer an alternative product through 'value engineering' they should consider the impact to the warranty their proposed product may have. The Principal contractor will need to ensure that all warranty information is retained and provided to the Principal designer for the H&S file. | will be handed over to residents through the Resident Liaison Officer in the form of an operations and maintenance manual (O&M). |  |
| 7 | Manual Handling | Axis – operational staff |      | Project will require elements of manual handling due to the nature of the work.            | Ensure the items that need to be manually handled have been ordered in the correct size and weights. Moving of heavy loads to be carried out by mechanical means.   | Axis to consider the most reasonably practicable method of manual handling allowing for site conditions and the accessibility to and from the building.  | Guidance will be sought if any elements are found to be outside regular manual handling guidelines.                              |  |
| 8 | Waste disposal  | Axis – operational staff |      | Debris and waste materials will need to be removed from the project as per the agreed Site | Skips will be used for waste disposal with regular removals timed to keep impact down   | Skips to be changed over at times outside of school drop off/ collection times and outside peak traffic  | A licensed waste contractor will be used in conjunction with   |  |

|    |                             |   |                              |   |  |   |  |  |
|----|-----------------------------|---|------------------------------|---|--|---|--|--|
|    |                             |   |                              | Waste Management Plan.  | on residents. Skips to be in a fenced off area and to be covered when not in use   | times.  | the waste removal on this project in line with current CDM regulations.  |  |
| 9  | Site set up                 | Axis                                      | On-going from Contract Award | A temporary site office and welfare areas etc will be established in an agreed location on the estate. An area has been identified in the car park area at the end of Adpar Street. | Careful consideration will be given the site office and welfare facilities to keep movement between them to a minimum.                                       | Signage, barriers and lighting to be used to highlight area being used for site office, welfare and site storage areas. | Regular communications and meetings with relevant parties to keep everyone concerned, aware of the situation and of any changes which may have an impact on residents due to site set up issues. |  |
| 10 | Transportation of materials | Axis – operational staff and supply chain | On-going from Contract Award |   | Transporting and distribution of materials to be carried out around the site in a method as much as possible to minimise impact on operatives and residents. | Axis to consider timed deliveries into site and distribution up to roof level   | Regular updates and communication with residents to inform them of any changes to normal delivery schedules.   |  |

## 4.0 Quality management

Like CityWest Homes, we have a reputation for quality. This is demonstrated through our mission statement, 'we have no desire to be the biggest, yet every desire to be the best'.

To ensure we adhere to the agreed specifications, we will utilise our ISO9001:2015 accredited Quality Management System (QMS) illustrated opposite. Our system is independently externally audited by BSI and is the latest Quality Management Accreditation available.



Axis are the first property contractor, working across sectors to achieve the ISO9001:2015 standard. We passed our most recent audit with 100% compliance which highlights that our services are highly focused and considerate of the customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making and relationship management that are required to achieve a high quality service.

### 4.1 Quality planning

A full contract quality plan will be collaboratively developed based on your requirements; providing us with clear quality expectations and tailored, bespoke processes for the Hall & Braithwaite project.

To ensure best value, in-line with your 'finding better ways' value, we will focus on the suitability and durability of all components - taking into account the planning approvals, required lifecycles, maintainability and availability of replacement products.

### 4.2 Inductions and training

We embed a culture for quality in our workforce and supply chain. To make sure all expectations are fully understood by our workforce before any work begins, we will clearly communicate these to all operational staff through a mandatory contract specific induction. Regular toolbox talks and on-going training will also be provided to further enhance the capabilities of our staff.

We will ensure only competent / appropriately qualified operatives are allocated to complete each work element and all operatives will hold CSCS cards. We will adhere to the following minimum training standards:

- NICEIC accredited specialists and 17<sup>th</sup> Edition qualified electricians will be used for all electrical work
- Our Site Managers will be SMSTS / SSSTS trained

### 4.3 Zero defects

We strive to deliver right first time services across the board to ensure an excellent customer experience and implement a zero defects policy. We have achieved 100% defect free delivery for clients such as Hyde Housing, Swan Housing Group, Optivo, Hyde Housing and Gallions. We will achieve this CityWest Homes and Hall & Braithwaite residents by:

- ✓ Agreeing all specifications, standards and areas of quality collaboratively during mobilisation
- ✓ Accurately capturing the full scope of work and requirements pre-commencement
- ✓ A mandatory project specific induction for all staff before work begins and on-going toolbox talks, training and support
- ✓ Use of highly skilled appropriately trained operatives to deliver each work element
- ✓ Robust tiered and joint inspection regimes for each work element
- ✓ External and manufacturer quality inspections
- ✓ Detailed quality plans and inspection records which will be kept and shared

### 4.4 Continuous monitoring

For consistently high quality and focused management, we will implement a tiered approach to quality management and validation.

Our Quality Manager and Site Managers will perform daily inspections, using a bespoke checklist based on your specification and Element Inspection Report to:

- ✓ Check quality of workmanship and materials
- ✓ Ensure process and specification adherence and use of best practice working methods
- ✓ Monitor individual performance and identify training needs
- ✓ Rapidly resolve any emergent issues
- ✓ Make sure work is progressing to programme
- ✓ Ensure remedial works takes place pre-handover

Senior M&E Contract Manager, Terry Marsh, will conduct weekly quality checks. This will be supplemented by our Divisional Manager, Rob James completing random quality audits throughout the programme to maintain a drive for quality throughout the project team.

Joint final inspection of each completed work element will be conducted jointly with CityWest Homes. This will ensure all quality standards have been met and that all parties are 100% happy with the work before it is signed off as complete.

For real-time, remote validation of quality, mobile devices will be used to take before and after photos of elements before work is marked as complete.

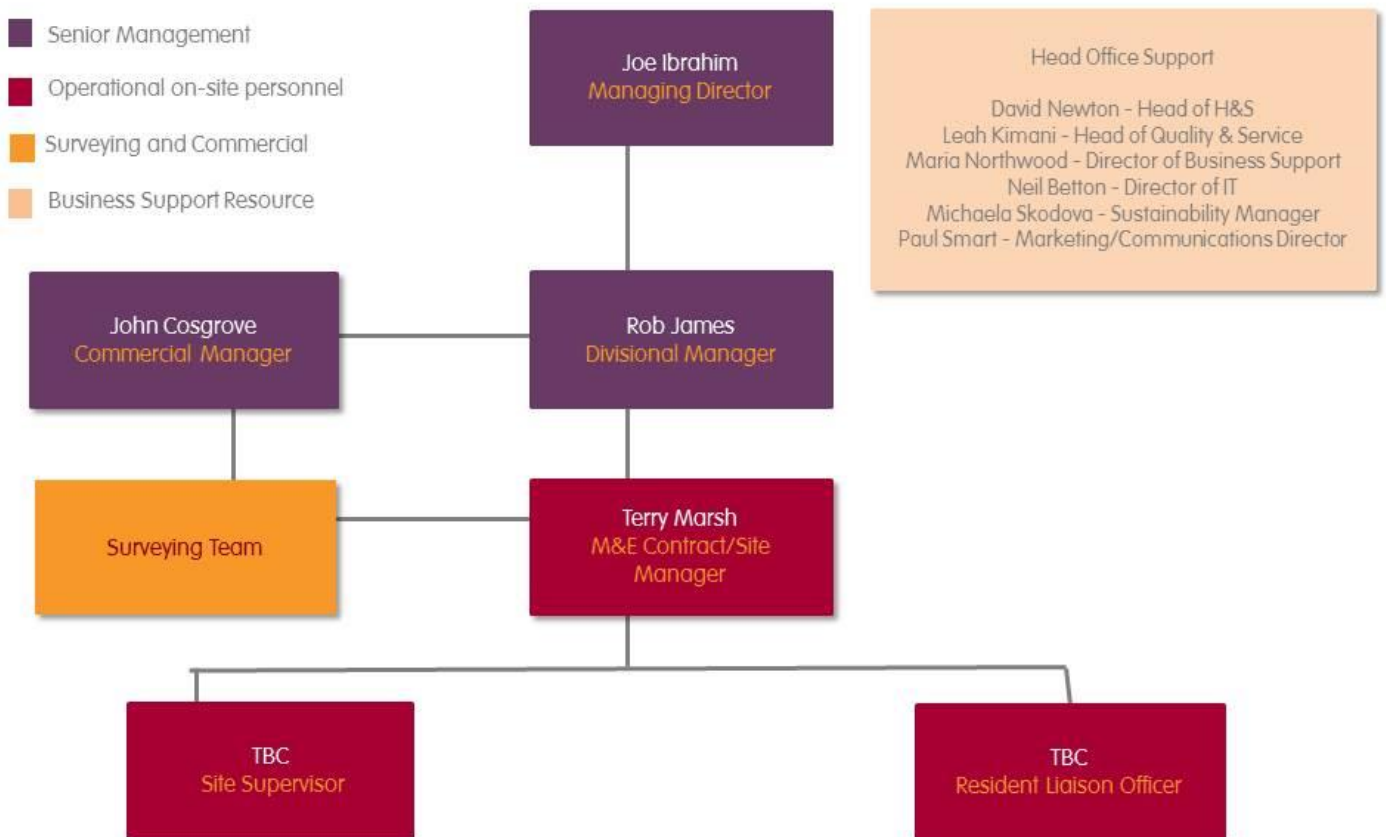
To ensure a full and comprehensive audit trail, all quality records will be kept and shared with CityWest Homes. This will include a completed works report and copies of all inspection certificates.



Quality plans will be jointly reviewed regularly (or immediately if necessary) with your Quality Manager and revised upwards to ensure any emerging quality issues are resolved quickly for continual improvement.

## 5.0 Resource Plan and preliminaries

### 5.1 Management structure



## • 6.0 Programme and delivery

### 6.1 Key programme dates

| Milestone  | Date        |
|--|-------------|
| Client Brief Issued                                    | August 2018 |
| Project Execution Plan issued to Client Representative | August 2018 |
| Pre-commencement Agreement                             | TBA         |
| Present Project Proposals Document                     | TBA         |
| Commencement Agreement                                 | TBA         |
| Works on Site  | TBA         |
| Contract Period  | 25 weeks    |

### 6.2 Programme commentary

The proposed programme identifies:

- ✓ Pre-commencement tasks and mobilisation timeframes
- ✓ Delivery approach; task sequencing and workflow efficiencies
- ✓ The critical path for completion
- ✓ Key milestones

In order to meet your target delivery timescale of 25 weeks, whilst maintaining a clear focus on quality, we will deliver workflow efficiencies through concurrent sequencing of works wherever possible.

It is proposed that works will commence to Hall House and then progress to Braithewaite House; centralising resources and providing certainty as to workflow and progress.

Property surveys will be completed within two weeks, prior to work commencing on each block – covering: Refurbishment and Demolition Asbestos Survey, Flat condition survey, and Electrical Survey and creation of electrical inspection condition report.

### 6.3 Delivery Programme

See Appendix 1 – draft Programme of works

## 6.4 Site set up

Subject to agreement from CityWest Homes and Residents, we propose use of the area of car park/land at the top of Adpar Street

Our site compound will include the following facilities:

- Site office
- Meeting room/Canteen
- Respite area
- Changing area
- Male and female WC
- Washing facilities
- Storage
- Rubbish Skip

- **7.0 Best value plan and costs**

**Hall & Braithwaite Towers**

**X254**

|    | Description                                   | Braithwaite        | Hall               | Total              |
|----|---|--------------------|--------------------|--------------------|
| 1  | DUCTWORK CLEANING                             | £22,370.64         | £22,370.64         | £44,741.28         |
| 2  | VALIDATION CHECK                              | £911.06            | £911.06            | £1,822.12          |
| 3  | EXTRACT FANS                                  | £11,711.25         | £11,711.25         | £23,422.50         |
| 4  | SILENCERS                                     | £2,673.54          | £2,673.54          | £5,347.08          |
| 5  | CONTROLS                                      | £41,018.20         | £41,018.20         | £82,036.40         |
| 6  | LIGHTING                                      | £1,867.68          | £1,502.88          | £3,370.56          |
| 7  | SMALL POWER                                   | £765.83            | £765.83            | £1,531.66          |
| 8  | CONTAINMENT                                   | £287.00            | £222.00            | £509.00            |
| 9  | DWELLING GRILLS & DAMPERS                     | £24,830.27         | £24,523.72         | £49,353.99         |
| 10 | DWELLING FLOW REGULATORS                      | £38,588.47         | £38,112.07         | £76,700.54         |
| 11 | DWELLING INTUMESCENT FIRE BLOCKS              | £38,243.62         | £37,096.99         | £75,340.61         |
| 12 | DUCT DAMPERS                                  | £12,344.02         | £12,919.61         | £25,263.63         |
| 13 | ACOUSTIC & CLEANABLE TRICKLE VENTS (40 flats) | £9,342.00          | £9,342.00          | £18,684.00         |
| 14 | BUILDERS WORKS ASSOCIATED WITH THE WORKS      | £20,000.00         | £20,000.00         | £40,000.00         |
| 15 | TEST AND COMMISSIONING                        | £8,613.65          | £8,613.65          | £17,227.30         |
| 16 | R&D Surveys/Hazardous Materials               | £10,000.00         | £10,000.00         | £20,000.00         |
| 17 | FRA Works                                     | £138,950.00        | £166,130.00        | £305,080.00        |
|    | Access  | £22,500.00         | £22,500.00         | £45,000.00         |
|    | <b>Works Costs Total</b>                      | <b>£405,017.23</b> | <b>£430,413.44</b> | <b>£835,430.67</b> |
|    | Proposals                                     |                    | 1.50%              | £12,531.46         |
|    | Prelims                                       |                    |                    | £66,855.00         |
|    | <b>Sub Total</b>                              |                    |                    | <b>£914,817.13</b> |
|    | Overhead                                      |                    | 3.50%              | £32,018.60         |
|    | Profit  |                    | 2.00%              | £18,296.34         |
|    | <b>ESTIMATED PROJECT TOTAL</b>                |                    |                    | <b>£965,132.07</b> |

## 7.2 Cashflow Forecast

To be issued with Project Proposals

- 8.0 Enabling works

| Activity                   | Considerations   | Action required  | Owner             | Deadline               |
|----------------------------|--|--|-------------------|------------------------|
| Survey work;<br>Asbestos   | R&D survey required to assess extent of any Asbestos Cement Materials (ACM's) in the areas of works. | Refurbishment & Demolition (R&D) survey to be carried out by certified specialist to identify any existing asbestos in the areas where the work will be carried out. | Axis / specialist | For proposals document |
| Survey work;<br>Electrical | Visual survey to assess condition of wiring and main boards.   | Electrical contractor to carry out visual survey and testing (where possible) of existing cabling/mains boards and advise.   | Axis / specialist | For proposals document |
| Validation Check           | To confirm layout of existing systems and ducts  | Physical survey and visual inspection  | Axis / specialist | For proposals document |

- 9.0 Risk register

In addition to the risk register supplied by CityWest Homes, Axis has identified the following risks:

| Risk register  |                                       |              |                   |       | Scoring   |              |
|--|---------------------------------------|--------------|-------------------|-------|---|--------------|
|  |                                       |              |                   |       | 15-25   | Unacceptable |
|  |                                       |              |                   |       | 5-11  | Undesirable  |
|  |                                       |              |                   |       | 1-4   | Acceptable   |
| Risk   | Possible consequences                 | Impact (1:5) | Probability (1:5) | Total | Mitigation  | Risk manager |
| Damage to resident's property and services                 | Inconvenience and compensation claims | 2            | 3                 | 6     | Accurate pre-condition surveys to ascertain original condition; clear communication processes to be agreed and established. Working practices to be reviewed to ensure greatest care is afforded; residents possessions moved in advance (where possible) with help provided where needed, protection in place. | Axis Europe  |
| Disruption to local residents i.e. road access and parking | Inconvenience and compensation claims | 2            | 3                 | 6     | Traffic management plan developed to mitigate disruption to residents and local community traffic; liaise with local stakeholders etc. Avoid school run times for deliveries/waste pick ups etc.  | Axis Europe  |
| Working at heights   | Fall from heights incidents           | 5            | 2                 | 10    | RAMs identify safe access and control measures e.g. scaffolding; access tower; Easi-Dec; podium, mechanical access platforms etc. Temporary works segregated from resident areas/ public access; safety signage;  | Axis Europe  |

|  |   |   |   |    |  |             |
|--|---|---|---|----|--|-------------|
|  |   |   |   |    | safety briefings to operatives prior to use. Relevant training e.g. PASMA; permit to work controlled by Site Manager.  |             |
| Disturbing materials potentially containing ACM's              | Risk of exposure to asbestos                              | 5 | 2 | 10 | Review of R&D survey for each property, if asbestos removal is required, agree with CityWest Homes Project Manager in advance and engage an approved licensed specialist contractor; RAM's in place; arrange for resident to decant if required. | Axis Europe |
| Access   | Budget allows materials access to roof via external hoist | 3 | 2 | 6  | Hoist and tower to be installed by NASC approved Contractor. Hoist to be operated by competent and trained Operatives  | Axis Europe |
| Resident personal effects in areas of works and communal areas | Damage leading to compensation claims                     | 2 | 2 | 4  | Early consultation with residents to stipulate process for removing personal effects prior to work commencing. Disclaimer signed by resident.  | Axis Europe |
|  |   |   |   |    |  |             |



- 10.0 Surveying strategy

### 10.1 Internal surveys

In order to minimise disruption for residents, we will arrange a single survey appointment for each flat to minimise resident disruption. These will be co-ordinated by our Resident Liaison Officers and made at a time convenient for each household. The following team members will be in attendance and the below parties will be arranged to visit at times to overlap each other to reduce numbers in flat as much as possible.

The RLO will be present all the time the surveys are taking place to liaise with all parties.

The H&V will assess all M&E items to be worked on.

The asbestos surveyor will inspect for asbestos containing materials in the areas to be worked in.

The following elements will all require surveying pre-commencement in the order they have been listed:

- 1) Flat type
- 2) Condition surveys
- 3) Asbestos surveys
- 4) Internal Vent Requirements
- 5) Builders work

We plan to survey 4 to 5 properties per day.

The following team members will be in attendance:

- Contract Manager or Supervisor
- RLO
- H&V Engineer
- Asbestos Surveyor

### 10.2 External surveys

We will also adopt a single survey approach for external surveys to each block for efficiency and minimal disruption.

For security and to put residents at ease, we will advise residents of all communal surveys so they are aware of who will be on site, when and why.

The following team members will be in attendance:

- Contract Manager or Supervisor
- RLO

City West Homes will be advised of all scheduled survey dates to enable a City West Homes representative to also attend if desired.

### • 12.0 Information schedule

| Information required                      | Requested from        | Date requested | Date required | Confirmed on contract instruction | Comments   |
|---|-----------------------|----------------|---------------|-----------------------------------|--|
| Resident contact details                  | CityWest Homes        |                |               |                                   | To be requested upon receipt of contract instruction |
| Resident Red Flag and Visit in Pairs list | CityWest Homes        |                |               |                                   | To be requested upon receipt of contract instruction |
| M&E layouts for all blocks                | Specialist contractor |                |               |                                   | To be produced as part of SPP                        |

### • 13.0 Procurement strategy

For this project, our in-house resources will deliver all core contract works that do not require specialist expertise, including all decorating and builders work. This enhances control and reduces labour costs for the project.

Axis will utilise fully vetted and proven subcontractors for specialist works elements, including the Ventilation works, asbestos surveys, and M&E, to ensure quality of service, expert insight and best practice. For benefits such as quality assurance, dual audits and manufacturer product support, we have selected accredited suppliers and manufacturers who are audited by national regulatory bodies / standard association members including:

- NICIEC
- PDA
- NASC
- NADC
- CERTIFIRE

We will pro-actively manage our supply chains in the same way as our directly employed workforce to deliver consistently high standards, regardless of the type of work; providing a fully integrated service for CityWest Homes and Hall & Braithwaite residents. Our subcontractors complete the same contract training as directly employed operatives, including a contract specific induction, safety training and mandatory toolbox talks. This ensures CityWest Homes and residents receive the same level of service from all staff alike, because we empower them to deliver a consistent message, aligned with your

contract requirements and wider goals. In this way, we will make sure all quality standards are fully communicated and understood in advance.

So there is no visible difference between in-house and subcontractor operatives, they will be DBS checked, issued with hologrammed photo ID cards. They will agree to the same programme timescales and KPIs as Axis. Subcontractor work is subject to the same vigorous daily inspections and sign off procedures for each stage of work as in-house operatives. This will provide a cohesive approach to delivery.

Our supply chain has been selected based on a best value approach that focusses on quality of services and support, and cost-effective solutions; capturing both the quantifiable and non-quantifiable benefits of each contractor.

To maximise the benefits of our supply chain's expertise, we will involve them in all aspects of the contract. This will include:

- Site visits
- Surveys
- Design
- Planning
- Added value exercises
- Inspections
- Client meetings
- Performance reviews

In this way, we will gain a broad spectrum of knowledge from which to share and benefit from; identifying best value solutions, innovative / improved delivery methods and prompt resolution of any issues. It also allows us to harmonise supply tasks with work delivery so we can identify long lead-in items. This enables us to order in advance and align programme timeframes through Just-in-Time delivery.

## ● 14.0 Resident communication plan

A focused and bespoke approach to stakeholder involvement, management and communications will be essential to maintaining a customer-lead delivery. The Client Brief makes reference learnt from previous similar project (P128a – Lisson Green) where Resident Satisfaction scores were low, and Resident Liaison and engagement will be key to achieving Resident Satisfaction for the Hall & Braithwaite Project.

### 14.1 Resident Liaison and management

To ensure excellent resident services for CityWest Homes and Hall & Braithwaite residents we will allocate a Resident Liaison Officer to this Project.

Their key duties will include:

- ✓ Pre-start communication to allay concerns and build trust from an early stage; this will help to gain residents confidence in Axis getting it right first time
- ✓ Ensuring high levels of resident satisfaction at every stage
- ✓ Working with each resident to identify their specific needs, ensuring these are incorporated into the programme of work by the rest of the team to ensure minimal disruption. This will be done at a very early stage through pre-commencement surveys
- ✓ Maintaining and implementing comprehensive bespoke resident communications processes
- ✓ Hosting resident meetings and events, building trust and rapport
- ✓ Distributing all resident communications. This will include appointment letters and reminders and recording 'no access' and escalating to CityWest Homes accordingly
- ✓ Conducting daily visits to all live works to ensure resident care procedures are being adhered to and that residents remain happy throughout the project
- ✓ Responding to residents and other stakeholders queries face to face, phone and emails within the agreed timescales
- ✓ Investigating and resolving all complaints and compensation requests within agreed timescales
- ✓ Recording all complaints and issues which may affect the reputation of CityWest Homes and Westminster City Council. Ensure that these are submitted to CityWest Homes within 24 hours
- ✓ Keeping CityWest Homes up to date by sharing resident information data throughout the project and attending client meetings
- ✓ Monitoring access arrangements to ensure they suit resident needs.
- ✓ Maintaining a log of all resident communications and visits
- ✓ Notifying CityWest Homes of all non-major works issues promptly, including lessee related queries

The Resident Liaison Officer will act as the main points of contact for all residents. They will be available on site between full time between 08:00 and 16:00 Monday to Friday and available via mobile phone and email when not site, ensuring a fully accessible and responsive resident support service. Their contact details will be provided to residents within all resident communications as well as posted in the communal areas of each block. They will work closely with the key stakeholders in advance, providing a streamlined yet bespoke consultation to ensure efficient planning while ensuring all stakeholders are involved in shaping the service and remaining fully informed at all stages:

These key stakeholders all have a high level of interest and their main concerns which the RLO and our Management Team will fully address include:

- Contractor and subcontractor operatives are well managed
- Quality is being achieved
- Value for money
- Contractor will be resident focused
- Dedicated CityWest Homes Contract Manager
- Value for money
- Clarity of billing for Leaseholders

Consultation and communications will be jointly developed in advance for each main concern in order to ensure we deliver a 'right first time' service. Our consultations will ensure full involvement at individual, project and overall programme level.

## 14.2 Proposed communications schedule

| Pre-commencement  |           |
|---|-----------|
| Communications proposal   | Timescale |
| Introductory meeting with key stakeholders and residents of both blocks to introduce the contract team, CityWest Homes' Project Team, discuss sequencing of works and answer any questions. We will supply a contractor information pack and agree the Customer Charter at this point.  |           |
| Joint introduction letter to residents  |           |
| Publicise contract award  |           |
| Resident information packs, hand delivered to each resident and posted / emailed to absent leaseholders. These will include the following as a minimum: <ul style="list-style-type: none"> <li>• Details/location of site set up</li> <li>• Names of key staff members</li> <li>• Anticipated duration of works</li> <li>• Contact details for RLO and site manager; other key staff</li> <li>• Working hours</li> <li>• Out of hours emergency or 24/7 number</li> <li>• Code of conduct</li> <li>• Scope of works</li> <li>• Residents reassurance</li> <li>• Community welfare</li> <li>• The importance of pre-commencement surveys</li> <li>• Residents responsibilities</li> <li>• Role of the RLO</li> <li>• Residents must be made aware that RLO is main point of contact, and not to report issues/concerns to site operatives</li> <li>• How to report concerns</li> <li>• Contractor's code of conduct</li> <li>• Relevant health and safety information</li> </ul> <p>How any damages or claims as a result of contractor in-flat works should be reported so that issues can be officially recorded and effectively resolved.</p> |           |
| Notification of site set-up through letters, posters, communal noticeboards. This will detail: <ul style="list-style-type: none"> <li>• Location of site set up facilities</li> <li>• How many containers</li> <li>• How many weeks to install</li> </ul>   |           |

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• How long will it remain on site</li> </ul>  |  |
| <p>RLO to carry out pre-commencement surveys for each property, assessing the following:</p> <ul style="list-style-type: none"> <li>• Any specific requirements</li> <li>• Will access be an issue?</li> <li>• Any health issues</li> <li>• Language issues / interpreter requirements</li> <li>• Make residents aware of the survey process and that photographs will be taken as necessary</li> <li>• Make resident aware of scope of works and approximate duration.</li> </ul> |  |
| <ul style="list-style-type: none"> <li>• Single survey appointments made to capture the full scope of work, detailed measurements, condition surveys. RLO consultation to discuss the work in detail, identify any specific needs and talk through resident choices to be completed at the same time, for example: door ballots to tenanted properties.</li> </ul>   |  |
| Appointment reminders via letter, email or text message (as per individual resident preference).   |  |
|  |  |
| <b>Communications proposal</b>   |  |
| Letters issued to all residents and key stakeholders advising of access arrangements including use of lifts<br>Safety information  |  |
| Posters, communal notices and signage advising of works affecting public and communal walkways including detail of any restricted access / Health and Safety information.  |  |
| Posters, communal notices and signage advising of communal repairs, including detail of any restricted access / Health and Safety information.   |  |
| RLO contact and visits to live work  |  |
| Estate walk-around with residents, Councillors and Residents Association representatives to monitor progress, quality and talk through any emergent concerns / answer questions.   |  |
| Site notice boards displaying the programme of works and a two week look ahead itemising all works. E-updates will also be made available.   |  |
| Site posters displaying general and safety information   |  |
| Evening progress meetings for residents and key stakeholders, including Councillors and CityWest Homes. The contractor will host and chair these meetings.   |  |
| Social media updates / responses to queries (Facebook and Twitter)   |  |
| Drop-in sessions (including evening slots and coffee mornings)   |  |
| Block specific meetings for residents and key stakeholders   |  |
| Individual meetings at the RLO room within the site compound   |  |
| Monitoring Group meetings with key stakeholders and residents associations   |  |
|  |  |
| <b>Communications proposal</b>   |  |
| Completion visit with Resident Liaison Officer including demonstration of usage, operational and maintenance instructions, and defects   |  |

|  |  |
|--|--|
| procedures.  |  |
| End of project confirmation: Letters hand delivered and communal posters displayed detailing: <ul style="list-style-type: none"> <li>List of works carried out</li> </ul>  |  |
| Final walk about with resident representatives / key stakeholders/CWH  |  |
| Feedback sessions to explore lessons learnt and identify best practice / areas for improvement moving forwards. We will also aim to gain insight on how best to further involve residents in future and provide them with real-time service updates and look at how we have met the Customer Charter. <ul style="list-style-type: none"> <li>Issue of completion letters to all residents and key stakeholders, confirming completion of all works and detailing defects / snagging procedures.</li> </ul> |  |
| Follow up calls made to residents to identify any issues so these can be remedied within the defect liability period.  |  |
| Defects inspections: <ul style="list-style-type: none"> <li>Contact residents and other stakeholders at agreed intervals during the defects period</li> <li>Collate all residents snagging issues for resolution</li> </ul> Arrange access and appointments for defects works. Record any no access and escalate accordingly   |  |

### Appendix 1: Project budget summary

Please refer to the accompanying documents:

- Appendix 1 Project budget summary

### Appendix 2: Project programme

Please refer to the accompanying documents:

- To be issued as part of Service provider Proposals



