



Project Execution Plan

V120 - Lisson Green



UL Contract number: 02635-V120

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1.0 Introduction

1.1 Scheme Background

This Project Execution Plan (PEP) document is based on the Client Brief V120 - Lisson Green and supporting documentation issued to United Living on 10th January 2017.

1.2 Purpose

The PEP has been produced by United Living in accordance with the Client Requirements set out in the Tender documentation for CityWest Homes Major Works Programme, in particular the requirements for Service Providers set out in Term Brief A and Term Brief B.

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 20 blocks with the following unit numbers

Block	No. Units	
1	Cottesloe House, NW8 8SD	63
2	Dinton House, NW8 8ST	48
3	Fingest House, NW8 8SS	24
4	Fulmer House, NW8 8TA	54
5	Gayhurst House, NW8 8SY	36
6	Hardwick House, NW8 8TE	36
7	Horwood House, NW8 8TH	36
8	Jordans House, NW8 8RX	36
9	Kimble House, NW8 8TG	94
10	Lavendon House, NW8 8TJ	45

Block	No. Units	
11	Linslade House, NW8 8TL	36
12	Olney House, NW8 8TR	36
13	Padbury House, NW8 8TS	54
14	Risborough House, NW8 8TB	36
15	Simpson House, NW8 8TT	76
16	Swanbourne House, NW8 8RY	27
17	Tickford House, NW8 8TY	76
18	Turville House, NW8 8SL	27
19	Verney House, NW8 8SG	94
20	Wycombe House, NW8 8SN	54

1-63 Cottesloe House the ground floor houses garages to the front and single storey flats to the rear. Six flats are accessed from the front elevation street access level. There are a small number of properties to the rear of the block that have access to private balconies.

1-48 Dinton House the ground floor houses several refuse areas and UK Power Network substations which are accessible from the front elevation. There are a small number of maisonettes located on the ground and first floor. To the rear of the block there are private gardens serving the ground floor properties which are enclosed by a short brick garden wall and railings.

1-24 Fingest House the ground floor houses several retail units and a laundrette which are accessible from the front elevation. There are a small number of properties to the rear of the block that have

access to private balconies. The communal walkway on the second floor level is wider the flats on this level have access to a small front garden area protected by a metal framed barrier.

1-54 Fulmer House the ground floor houses several garages to the front at the rear of the block there are a number of ground floor properties with private gardens which are enclosed by boundary wall, timber fencing and hedging and some properties on the upper floors have access to a private balcony.

1-36 Gayhurst House the ground floor houses garages to the front and single storey flats to the rear. There is small number of properties to the rear of the block with private balconies. The communal walkway on the second floor level is wider the flats on this level have access to a small front garden area protected by a metal framed barrier.

1-36 Hardwick House the ground floor houses garages to the front and single storey flats to the rear. There is small number of properties to the rear of the block with private balconies. The communal walkway on the second floor level is wider the flats on this level have access to a small front garden area protected by a metal framed barrier.

1-36 Horwood House the ground floor houses several garages and plant rooms to the front a small number of maisonette flats are accessed from the front elevation street access. To the rear of the block there are a number of ground floor properties with private gardens which are enclosed by boundary wall metal railings.

1-36 Jordans House the ground floor houses several refuse areas and UK Power Network substations which are accessible from the front elevation. A small number of maisonette flats are accessed from the front elevation street access level. To the rear of the block there are a number of ground floor properties with private gardens which are enclosed by a boundary wall. The communal walkway on the second floor level is wider the flats on this level have access to a small front garden area protected by a metal framed barrier.

1-94 Kimble House the ground floor houses several refuse areas and a small number of flats are also located on the ground floor. To the front of the block there are private gardens serving the ground floor properties which are enclosed with metal railing with gates for access.

1-45 Lavendon House the ground floor houses several garages to the front and a small number of maisonettes flats are accessed from the front elevation street access level all other flats are accessed via a secured communal entrance at each end of the block. There is small number of properties to the rear of the block with private balconies.

1-36 Linslade House the ground floor houses garages to the front and single storey flats to the rear. Four flats are accessed from the front elevation street access level. There is small number of properties to the rear of the block with private balconies.

1-36 Olney House the ground floor houses garages to the front and single storey flats to the rear. Four flats are accessed from the front elevation street access level. To the rear of the block there are a number of ground floor properties with private gardens which are enclosed by metal railings.

1-54 Padbury House a small suspended corrugated structure links the rear and front roof areas. The ground floor houses garages to the front and single storey flats to the rear. Four flats are accessed

from the front elevation street access level. There is small number of properties to the rear of the block with private balconies.

1-36 Risborough House the ground floor houses garages to the front and single storey flats to the rear. Four flats are accessed from the front elevation street access level. There is small number of properties to the rear of the block with private balconies. The communal walkway on the second floor level is wider the flats on this level have access to a small front garden area protected by a metal framed barrier.

1-76 Simpson House the ground floor houses several refuse areas and UK Power Network substations which are accessible from the front elevation. There are a small number of maisonettes located on the ground and first floor. To the rear of the block there are private gardens serving the ground floor properties which are enclosed by a short brick garden wall and railings.

2.0 Scope of Works

The scope of works identified in the Client Brief and our observations are included below:

The Lisson Green Estate consists of 20 blocks built in the 1960's of similar construction. The blocks are generally seven-storeys high with a concrete frame; with pre-finished pebble dashed panelled infills and concrete floors. The roof above the front section of the blocks are tiled mono pitched with a lower level flat/mono pitched roof serving the rear sections hipped and gable apexes are prominent to the front roof elevation. A small suspended corrugated structure links the rear and front roof areas. There are two secured communal entrances at either end of the blocks providing access to a mixture of flats and maisonettes located on the upper levels of the blocks. The windows are double glazed powder coated aluminium casement windows.

Element	Work Required (Client Brief)	Comments
Access Required	Service Providers Proposal e.g. scaffold not necessarily required due to low level of works needed to external areas - no required access above gutters/ soffits.	Access primarily required to carry out decorations to roof soffits/fascia therefore a mixture of cherrypicker/extending mobile booms and "skeleton" scaffolds to be utilised.
Roofs/ Walkways	Repairs and replacement of damaged tiles to tiled pitched roofs to (low level roofs only) Loose lay insulation in all roof voids to current regulation.	Insulation levels required to be determined by specialist survey.
Rainwater Goods	<ul style="list-style-type: none"> Replacement of broken and leaking gaskets and gutter joints. Repairs and localised replacement of corroded and failing rainwater goods and foul drainage pipework Replacement of undersized down pipes. 	Specialist Survey required to confirm the location of, and solution to current suspected undersized rainwater goods.
Drainage Works	CCTV drainage survey required	Early consultation with Supply Chain essential.
External Repair works	<ul style="list-style-type: none"> Repairs and localised replacement of walkway waterproofing finishes (asphalt) Walkway sub-structure (concrete) repairs Wash down of all soffits and fascias Render and concrete repairs Cleaning of external facades including grills and the like Masonry repairs Survey, and if required, replacement and repair of boiler flue cowlings Localised cleaning of pre-finished render where stained Localised hard and soft landscaping repair works Survey, and if required, repair or replacement of bin store doors 	Early consultation with suppliers to determine extent of asphalt repairs. Survey concrete repair areas via hammer test/cover meter means. Render repairs predominantly at low levels. Clear lines to be determined to ensure blend to existing.
External Decorations	Decoration of all previously painted surfaces – Includes blocks and all areas to boundary Include for decoration of all garage doors and frames with appropriate paint	External decorations to bin store doors, individual property garden railings, garage door and frames.

Windows	Full inspection of windows with ease and adjust of existing aluminium windows, replacing broken ironmongery, rubber seals and blown double glazed units where required	Full schedule of works to be completed to ascertain levels of repair works required.
Internal Areas	<ul style="list-style-type: none"> Internal decoration and repairs (including Class 0 paint) Repair and localised replacement of vinyl flooring works Renew all floor matwells Repairs to floor surface including stair nosings Replacement of tenanted front entrance doors Replacement of damaged and broken window boards 	Schedule of repairs to be completed to agree areas of vinyl, stair nosings and window boards.
Block Works	<ul style="list-style-type: none"> Repair bin stores 	Cost permitting consider cost of replacement bin stores in GRP, to improve whole life costs and reduce maintenance.
Electrical Works	<ul style="list-style-type: none"> Install emergency lighting to BS5266 including within SME within roof voids 	As per initial brief. Early consultation with supply chain essential to drive efficiency. Utilise Schedule 14 where applicable.
Security Works	N/A	N/A
FRA Works	<p>General Block works;</p> <ul style="list-style-type: none"> Install No smoking and Fire Action notices Install "Fire door keep shut" / "Fire door keep locked signage to all communal fire doors Improvements to compartmentalisation to SME within roof voids Install new directional fire signage Replace communal fire doors & riser doors Replacement of all flat entrance doors (tenant only), rear communal door and landlords electrical cupboard door; Sealing of penetrations through floors and walls Internal fire signage Installation of loft hatch – locations to be proposed. <p>Individual block works to note;</p> <ul style="list-style-type: none"> Communal fire doors & riser doors (all blocks) Fire signage (all blocks) Compartmentalisation to SME within roof void (all blocks) Emergency lighting within roof voids (all blocks) 	Review current LFEPAs information and develop schedule of works in-conjunction with FRA Assessment App 3. Liaise with local fire officers (172 Euston Road, Kings Cross Station) to determine any local knowledge/considerations

	<ul style="list-style-type: none"> • “push bar to open” signage (Kimble House) • Interface AFD within roof void with auto dialler (Verney House) • Retrofit override keys to door entry system (Risborough House) • Compartmentalisation of staircases (Linslade House) <p>Service Provider to provide FRA works plan prior to commencement agreement.</p>	
Asbestos Works	<ul style="list-style-type: none"> • Refurbishment and Demolition Asbestos Survey; • Removal of all ACMs as recommended within the above report 	Validation of Tersus surveys required and early consultation with supply chain essential.

Additional observations

- ~~• The documents/brief refers to replacement of tenanted front doors only however when reviewing the quantities within the Price Framework it appears an allowance has been included to replace all front entrance doors (FEDs) including circa 280 leaseholder properties. If these leasehold doors are omitted this adjusts the required FED number to circa 700 required. We have amended our comparable cost plan to reflect this reduced number within section 6.1.~~
- ~~• The only other major area of consideration are satellite dishes which are everywhere and in instances have been recessed into the render which would undoubtedly have invalidated any guarantees/warranties that may be in existence. Budget dependant there is discussion around the validity of introducing an IRS system to improve façade aesthetics but also to maintain the integrity of the façade coatings.~~
- ~~• Access to building facades and roof level is to be a mixture of “Skeleton” Scaffolding and Mobile Elevating Work Platforms “MEWP”. The preferred option will be the MEWP, however, where this is not possible a scaffold will need to be erected to give access to the high level rain water goods. The budget for scaffolding set out in the client brief appears to be quite low. We have increased this budget cost. A full access schedule will be completed at Project Proposals Document “PPD” production stage.~~
- ~~• Façade Cleaning in patches to areas accessible by MEWP. Where cleaning has been identified to be completed in isolated areas only, there is always a risk that the cleaned areas stand out, thereby increasing the focus on the cleanliness of the rest of the façade. This item may need to be discussed further at PPD stage.~~
- ~~• External decorations identified as being required to fascia & soffits, bin store doors, garage door and frames and railings attached to buildings.~~
- ~~• Bin Store Doors are to be surveyed at PPD stage to determine if works required are replacement or refurbishment.~~
- ~~• Communal Fire Doors to be designed with function, maintenance and possible anti-social behaviour in mind. Currently there are doors missing and doors where the door entry system has~~

~~been vandalised beyond repair. A full door schedule needs to be created and agreed at PPD stage. This schedule will also need to include a condition report on the existing door entry system.~~

- ~~• It has also been noted that there is a need for a discussion around the feasibility of completing the decoration of fascia and soffit works. The issue is the costs relating to accessing the decorating works. Currently the original budget has been doubled from £144,500 to £298,000. We feel however when it comes to project proposals document creation stage, this number is likely to increase again.~~



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 services required to develop the detailed design, prepare documentation to demonstrate competitive pricing, submit applications to obtain statutory consents all as required to develop our Project Proposals Document following receipt of a Pre-commencement Order.

3.1 Consultant Services

We have identified a number of consultants to support the development of the Proposals Document and have obtained competitive fee quotations from the following:

- Brodie Plant Goddard
- Frankham Consultancy Group Limited
- Martin Arnold
- Potter Raper Partnership
- Keegans



Consultant Selection

We have excellent long term working relationships with each of these consultants. They have all been selected from our approved panel of consultants and as such are subject to our rigorous assessment process in areas including: competence, accreditations, insurances, experience, financial stability, and project references. Each consultant provides multi-disciplinary services for the social housing sector and has extensive experience and expertise in undertaking the design services required for planned improvement works of the type required on this CityWest Major Works Contract, and in particular for the properties and scope of works required in this Client Brief.

At this stage, and in view of the relatively straight forward (non-complex) nature of the mechanical & electrical and structural consultancy services required for this project, we have taken the decision not to go out to separate consultants for those specialisms. We have therefore asked each of the consultants to use their preferred specialists (if they do not undertake these services in-house) to simplify the reporting and design development process at Proposals Document stage.

~~Consultant Services and Fees~~

~~We include a copy of our consultant brief within Appendix 1 with a schedule of the consultant services identified to support the development of the Project Proposals document. A copy of the consultant responses received are included in Appendix 2. A summary breakdown of their fees are provided in the table below:~~

V120 Lisson Green - Consultant Fee Breakdown (£)						
Service		BPG	Frankham	Martin Arnold	PRP	ECD/ Keegans
1	Principal Designer support	6,800	4,312	35,000	5,779	
2	Lead Designer support	Incl	Incl		Incl	
3.1	Specification production	68,800	126,088	121,506	31,229	
3.2	Design Development	5,000	17,950		Incl	
3.3	Statutory Authority applications	19,000	39,750	17,554	9,800	

3.4	Block Drawings (elevation/ plans)	28,800	32,950	43,700	22,540	
3.5	Other recommendations		-	-	-	
3.6	Input into risk register		-	-	-	
4.1	M&E Services	12,000	128,440	Incl	3,520	
5.1	Structural Engineering Services	1,500	2,600	-	-	
		141,900	352,090	217,760	72,868	0

In reviewing the submissions we have made the following observations

- ~~Keegans provided a proposal but it was not in accordance with our requirements and not therefore directly comparable with the other submissions.~~
- ~~Potter Raper Partnership (PRP) provide a more commercially viable solution overall and we have therefore concentrated our review on their submission. We have a long working relationship with PRP and they are currently appointed as our design consultant on our Pollards Hill Regeneration Project for Moat Housing.~~
- ~~The overall fee of £72,829 equates to 1.78% against the Client works budget of £4,202,918.~~
- ~~A large proportion of the fee (as from all consultants) relates to development of the specifications/ bills of quantities for each element of work. On reflection however we consider that this will best be managed in-house through our technical and commercial team. Although we will involve consultants in supporting the preparation of specifications for specialist elements e.g. FRA works and mechanical and electrical services, we will allow for our in-house technical and commercial team to prepare the scoping documents and bills of quantity for each element of the works; with support from our specialist supply chain.~~
- ~~United Living will undertake the duty of Principal Designer and in accordance with our Group policy we will appoint a specialist to support us in this Duty.~~

~~From the Price Framework and associated value bands included in our submission we have applied the percentages of 1% and 1.25% in rows 3a and 3b for preparation of the Project Proposals Document which we consider provides a suitable allowance to support our in-house team in providing the services required at Project Proposals stage.~~

Design Fee

~~The Price Framework percentages equates to £42,029 to be included for design services in development of the Project Proposals document and we recommend that multi-disciplinary services consultant, Potter Raper Partnership, be appointed to support our in-house team on this Project.~~



3.2 Statutory Approvals

Planning approval may be required for the replacement of front entrance doors at those blocks where doors are being replaced on visible elevations together with any works that may have an impact upon the elevations.

Approval under the Building Regulations will be required for works that come within their jurisdiction this will mainly be fire upgrading works, electrical work and any structural repairs.

3.3 Design Strategy for each Element

We set out below our design strategy for each element for discussion and agreement with the Client team



Element	Design Requirements	Manufacturer	Warranty/ Guarantee
Decoration	All substrates to be tested for damp & other contaminants such as lead, asbestos etc. to ensure suitable for application of paint; Site specific specification to be provided	Dulux specification or agreed equivalent	10 years
Decoration (Class O)	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	Dulux (Pyroshield) specification or agreed equivalent e.g. To-Coatings; Crown (Timonox); Integra	10 years
Windows (Aluminium)	Detailed drawings and windows schedules and site specific specification to be provided	Smart	Frame - 25 Years Glazing (DG)- 10 years
Ironmongery - Windows & Doors	Full ironmongery survey to be produced to ensure that all proposed elements can be replaced	Mila or equivalent specification	10 years
Fire Doors/ Front Entrance Doors (FEDs)	All doorsets to be third party certified and where FED secure by design and to meet requirement of CWH Fire Door design guide. Door schedule to be provided and included within FRA plan. Consider planning restrictions when installing doors in conservation areas.	Gerda specification	20 years (10 years ironmongery)
Rainwater goods (where replaced)	To include design to current regulations; All internal pipework design and drawings to be produced where full or part of internally located drainage is proposed.	Marley/ Alutec; Alumasc specification	20 years
Asphalt Works Generally	Existing asphalt to be completely stripped where areas to be replaced – no overlays unless instructed by Client. All repairs to be logged individually (location, size and cost).	NBS specification	20 years
Concrete Repairs	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.	Mapei, or equal/ approved Sika/ Fosroc specification;	10 years
Timber Repairs (resin)	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.	Repaircare specification or agreed equivalent e.g. Timbercare	10 years
Mechanical & Electrical Systems			

Element	Design Requirements	Manufacturer	Warranty/ Guarantee
Light Fittings (Emergency & Communal)	Full site specific proposals to current standards and regulations. Layout and wiring drawings to be provided and agreed at pre-commencement stage. Wiring to be contained in building fabric where possible. Where surface mounted to be powder-coated aluminium – colour TBC	Fitzgerald or equivalent; performance specification and pricing schedule prepared by specialist	15 years
Electrical Fittings generally (inc in property lighting) Heat/ Smoke Detectors	Full site specific proposals to current standards and regulations. Layout and wiring drawings to be provided and agreed at pre-commencement stage. Wiring to be contained in building fabric where possible. Where surface mounted to be powder-coated aluminium – colour to be confirmed.	Crabtree or MK with performance specification and pricing schedule for individual blocks developed by specialist	15 years (10 years heat/ smoke detectors)

3.4 Design Process including Quality checking and monitoring arrangements

United Living will appoint our Design Co-ordinator to oversee and coordinate design information between the parties.

Our Design Team will comprise United Living’s technical team, Design Coordinator and the specialist consultant & subcontractors identified for each Task. Our focus will be to:

- develop realistic design programme linked to Task procurement & construction requirements;
- understand CWH 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; CWH 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. CWH will be invited to all design workshops, review meetings and formal Design Team Meetings to ensure that CWH 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 CWH 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;
- Aconex document management system used to manage and coordinate all design information; fully auditable and will track version control; manage procurement and business case tender returns;

Procurement Schedule - aligned to construction programme will be produced by Contracts Manager and commercial team to identify inputs required and programme for procurement for each subcontract package. High value and long lead in packages will be prioritised.

3.5 Roles and Responsibilities Schedule for Design Team


Role	Responsibilities
All design team	To identify and consider Health & Safety risks as part of design and support development of Risk Register with regular review
United Living	
Contracts Manager, Commercial Manager; and Quantity Surveying team	Selection and appointment of design team competent for their roles; development of specifications and bill of quants for scope of works packages supported by consultant and specialist manufacturer/ supplier teams; and aligned to CWH requirements
United Living Design Coordinator	Co-ordination of all design; development of design register, establishing milestone dates for provision of information and managing progress against programme; informing Contracts Manager for reporting
Consultant team	
Principal Designer	Supporting United Living in role as Principal Designer; ensuring health & safety risks are considered and mitigated in design with regular review and audit
M&E Specialist	Support development of M&E performance specifications aligned to client brief to enable UL to issue to specialists for competitive pricing;
Building Surveyor	Supporting United Living commercial team in development of works methodology and specifications for competitive quotation
Fire Risk Assessment specialist	Develop performance specification aligned to FRA works required and update Fire Risk Assessment for blocks;
Architectural	Preparation of elevation drawings of each block and plans of communal areas to enable repairs to be logged for future audit Preparation of drawings and supporting information to submit Planning applications and obtain consent
All	Provide advice on alternative methods/ products to reduce H&S risks
Specialist Manufacturers/ Suppliers	
Paint Manufacturer e.g. Dulux; Crown ; including Class O coatings; Dulux Pyroshield; TOR etc	Site surveys and development of performance specification for preparation and application for each element to be decorated. Aligned to client requirements and warranty periods; ongoing technical inspection of quality
Concrete specialist manufacturer e.g. Mapei or agreed equivalent e.g. Sika; Fosroc	Support in establishing areas for survey and interpretation of results with structural engineer for remedial works required; support in developing performance specification and establishing repair types aligned to schedule of rates; and
Rainwater Goods - specialist	Site surveys and development of performance specification aligned to products and rainwater flow volumes required;
Timber Repair specialist e.g. Repaircare;	Site survey and preparation of performance specification for each relevant block; advice on provisional quantities for prepare types;
Fire door/ Front Entrance door Manufacturer e.g. Gerda	Site surveys and development of performance specification for each door type aligned to SBD and Fire Risk Assessment requirements;
All manufacturers/ specialists	Provide advice on alternative methods; products to reduce H&S risks associated with the work element; provide COSHH assessments for products; component data to be provided in COBie format
Specialist Subcontractors	
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 on completion; asset data provided in COBie format
Client Team	
Client Representatives	To work with United Living design team & comment on proposed design solutions and provide feedback/approval as required in agreed time periods;


3.6 Design Risk Assessment

A design risk assessment detailing potential risks including proposals to eliminate the risks associated with the construction and operation of the proposed works, and the maintenance and access thereafter

CDM 2015 Regulations; Regulation 9, Duties of Designers. Designer must eliminate as far as reasonably practicable, foreseeable risks to the health and 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 and safety file.


This document sets out to fulfil regulation 9(2) and (3), of the 2015 CDM Regulations, as described above.

No.	Item	Date	Action by	Design Phase					
				Hazards - comment	Design Control Measure	Residual Construction Hazard	Construction Phase Control Measure	Residual Hazard	H&S File Info
1	Work at Height; Scaffold Roofs Ladders Mobile scaffold towers and platforms Abseiling			Project will require work at height. Design team to consider how this can be reduced, not only during project, but long term, via considered specification, and coordination with the Client and cost managers.	Ensure that items specified, take into consideration the manual handling regulations, with regards to their size and weight. Consider the time of year these works will take place. Late spring, Summer and early autumn, are best for exterior works, as the weather is less hazardous (Rain, cold, wind).	Contractor to consider the most reasonably practicable method of working at height, given the site conditions (landscaping, parking and roads), the type of work to be undertaken, (cleaning, repair or replacement), and the accessibility to and from the building.			
2	Current H&S Strategies associated with the building			Fire Strategy Emergency Vehicle Access Strategy Refuse Strategy Cleaning and Maintenance 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 both residents, and staff of the temporary measures.	Client to advise strategies to Principal Contractor within Pre-Construction info to enable appropriate resource allocation and consideration to how these may impact on their own construction phase fire and emergency strategy.			

No.	Item	Date	Action by	Design Phase						
				Hazards - comment	Design Control Measure	Residual Construction Hazard	Construction Phase Control Measure	Residual Hazard	H&S File Info	
3	Vulnerable Residents			Vulnerable residents can be those with physical and mental disabilities, and those whom Client knows has a history of threatening or abusive behaviour	The Design team will need to make sure they consider these residents, and ensure that they discuss proposals with the Clients RLO, or on site team.	The Principal Contractor will need to carefully consider their approach, which should be closely coordinated with the RLO, and the Clients on site team.				
4	Warranties			Some warranties are very specific to the ongoing maintenance required to ensure they remain valid	Design team to consider 'maintenance' requirements on elements specified & design. 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. Balance to be struck between cost and safety.	Should the contractor offer an alternative item through 'value engineering' they too should consider the impact the warranty their proposed product will have. The Contractor will need to ensure that all warranty information is retained and provided to the Principal Designer for the H&S Files.				
5	Adjacent buildings and uses. 			Site may be subject to peak time pedestrian and vehicle traffic. Local children may use route near buildings for access to and from school. Consider bus routes if construction traffic is heavy, especially for site set up and dismantling.	Design team to consider adjacent building uses, there potential maintenance programmes, the impact the works may have on them, and the additional hazards and associated risks that are part of this type of work. This may impact on sequencing, or work methodology.	Contractor will need to ensure that their CPP consider the adjacent building uses, and how their works may be impacted by the works and on the works.				

4.0 Programme

Milestone Dates - comparison between Client Brief and Project Execution Plan (PEP) programme.

Milestone 	Dates		Comments
	Client Brief	PEP	
Client Brief Issued	17 May 2017	10 Jan 2017	ITT issue date
Project Execution Plan issued to Client Representative	14 Jun 2017	16 Mar 2018	PEP re-issued upon contract award
Pre-commencement Agreement	12 Jul 2017	4 Jun 2018	Time period aligned to Partnering Timetable
Present Project Proposals Document	10 Nov 2017	6 Sep 2018	Time period aligned to Partnering Timetable
Commencement Agreement Issued	22 Dec 2017	8 Nov 2018	Time period aligned to Partnering Timetable
Works on Site	29 Jan 2018	10 Jan 2019	
Contract Period	30 weeks	35 weeks	Period aligned with price framework
Completion		18 Sep 2019	

The above comparison identifies slippage in the milestone dates included in the Client Brief. This is due to the full tender process and subsequent review of the project brief and PEP upon contract award.

At this stage we have included in our programme the key stages and timescales identified on the Partnering Timetable provided with the ITT, from Project Launch through to issue of the Pre-Commencement Order; Project Proposals Document and subsequent Commencement Order.

We note that the Price Framework includes a contract period of 35 weeks which is not reflected in the Client Brief, which stipulates a 30 week period. We have reviewed our programme to align with the price framework at 35 weeks.

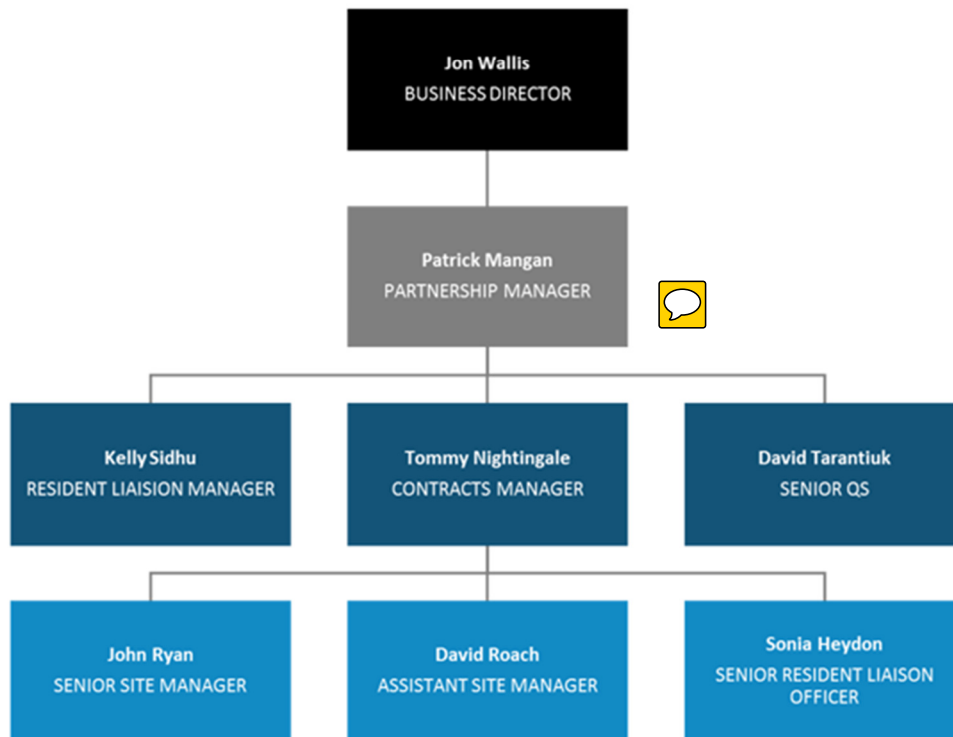
We include our detailed Project Delivery Programme within Appendix 3. The programme will be discussed and developed so that an agreed programme is in place at Project Proposals stage.

5.0 Resource Plan and Preliminaries

5.1 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.

UL STRUCTURE – CITYWEST HOMES



Project Specific Site based Team:

- John Ryan - Project Manager
- David Roach - Assistant Site Manager
- Sonia Heydon - Resident Liaison Officer

Design Consultant Support - Potter Raper Partnership



5.2 Project Team CVs


All management staff are directly employed UL staff, we do not use agency or subcontract staff for these roles to ensure we maintain direct control, aligned to our quality management systems and procedures.

5.3 Resource Schedule

We include below our indicative resource schedule for the project over the programme period. This has been reviewed to allow for a smooth and level resource as per the programme.

Contract Title: Lisson Green		Contract No: V120																																										
Resource Schedule		Construction period - 35 weeks																																										
		mobilisation																																										
		-6	-5	-4	-3	-2	-1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35		
Senior Management Team		mobilisation team																																										
Operations Manager	5% time																																											
Contracts Manager	20% time																																											
Resident Liaison Manager	20% time																																											
Project QS	40% time																																											
SHEQ Advisor	10% time																																											
Site Management Resources																																												
Project Manager	1 1																																											
Assistant Site Manager	1 1																																											
Resident Liaison Officer	1 1																																											
Leasehold Liaison Officer	1 1																																											
Trade/ Survey Resources																																												
Scaffolding	4 4																																											
Roofing	2 4 6																																											
Plumbing																																												
Internal Communal Works	1 1																																											
Fabric/External Repairs	3 3																																											
Windows & Doors	4 8 12 16																																											
Decoration	12 14 16 20																																											
Groundworks/Landscaping																																												
Asbestos/Hazardous Materials Work																																												
Electrical Inc. Fire Proofing/Door Entry	2 4 6																																											
Indicative site resources		0	0	0	0	0	0	4	8	11	13	19	25	41	47	52	58	60	60	60	60	60	60	64	64	64	64	64	64	60	60	60	60	60	60	60	56	52	42	34	32	18	13	11
Indicative Programme		mobilisation					Construction period - 35 weeks																																					
		-6	-5	-4	-3	-2	-1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35		
Tickford House																																												
Simpson House																																												
Padbury House																																												
Olney House																																												
Linslade House																																												
Lavendon House																																												
Horwood House																																												
Kimble House																																												
Hardwick House																																												
Risborough House																																												
Fulmer House																																												
Gayhurst House																																												
Dinton House																																												
Fingest House																																												
Wycombe House																																												
Swanbourne House																																												
Jordan's House																																												
Turville House																																												
Cottesloe House																																												
Verney House																																												

5.4 Site Setup Proposal

Our proposed location of site set-up is the green space area located to the right hand side of Greenside Community Centre on Lilestone Street. The area is currently occupied by Wates Living Space carrying out Estate internal K & B works however it is anticipated that the site will be vacated and available prior to commencement of the Externals programme. 

We include below our proposed accommodation and temporary services required

- **Accommodation;**
 - 2nr Site Offices
 - 1nr Meeting Room
 - 1nr Canteen
 - 1nr Drying Room
 - 1nr 3+1 male/female WC
 - Storage Containers
- **Temporary Services;**
 - Compound Installation and Fencing
 - Temporary Light & Power
 - Telephone line install and line rental
 - Water connection
 - Sewerage connection
 - Compound Skips
 - Consumables

Figure 1: Yellow highlighted area showing potential site setup location in green area outside Greenside Community Centre



6.0 Cost Plan

6.1 Anticipated costs for elements and comparison with Client cost plan

Ref	Component	Client Work Budget	UL Cost Plan	Difference	Comments
4/1	External Decorations	568,930	597,377	28,447	Anticipated increased cost for the works based on site inspection and supply chain feedback
4/2	Internal Decorations	1,169,675	1,052,708	- 116,968	Anticipated saving based on site inspection & supply chain feedback
4/3	Flooring	24,330	24,330	-	Considered to be a reasonable cost for the works
4/4	Doors & Windows	1,848,000	1,755,600	- 92,400	FED numbers in Price Framework include circa 280 Leashold properties however cost per door appears light:UL cost plan reflects adjusted total & costs
4/5	Roof	154,213	161,923	7,711	Anticipated increased cost for the works based on site inspection and supply chain feedback
4/6	External Repairs	65,750	101,913	36,163	Anticipated increased cost for the works based on site inspection and supply chain feedback
4/7	Electrical Services	227,520	227,520	-	Considered to be a reasonable cost for the works
4/8	Scaffolding	144,500	289,000	144,500	Access particularly to the rear of the properties will require more scaffolding
Total works Element		4,202,918	4,210,370	7,452	
	Drainage CCTV Survey		16,500	16,500	£825 per block
	Paint Flake Analysis		1,300	1,300	£65 per block
	Mortar Sampling		5,000	5,000	£250 per block
	Asbestos Survey		10,000	10,000	£500 per block
Pre-Commencement Works		-	32,800	32,800	
	Site Overheads (Prelims) Fixed		6,300	6,300	
	Site Overheads (Prelims) Variable		143,745	143,745	
	Design		42,029	42,029	
Site Overhead and Design			192,074	224,874	
Subtotal			4,435,244		
	Central Overheads (4.5%)		199,586	199,586	
	Variable Profit (2%)		88,705	88,705	
Total Project Cost		4,202,918	4,723,534	520,617	

6.2 Indicative Cashflow Forecast

We include a summary below and enclose our cashflow forecast

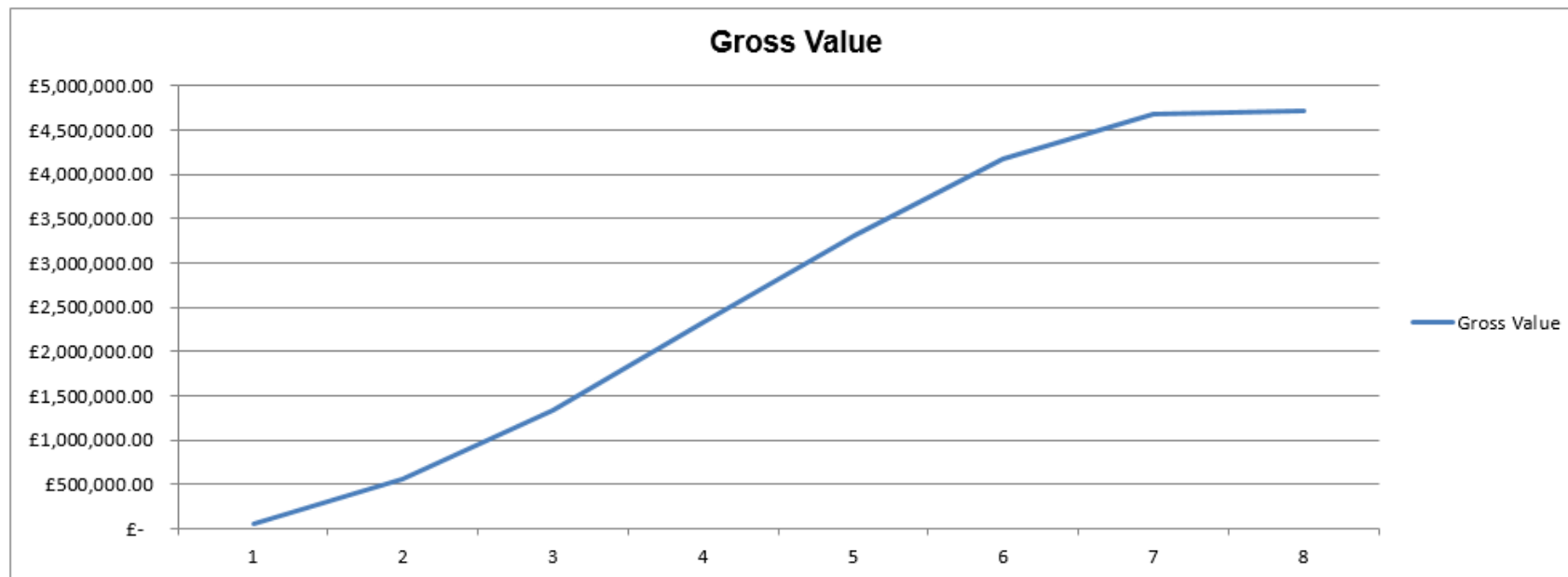
Cashflow Forecast - Gross Value

Task Name **V120 Lisson Green**

Order No

Date of Issue PEP Issue

Month	1	2	3	4	5	6	7	8
Gross Value	£ 63,210.63	£ 568,816.06	£ 1,345,157.61	£ 2,330,342.93	£ 3,309,767.81	£ 4,180,958.27	£ 4,687,788.77	£ 4,723,534.46



7.0 Enabling Works



Enabling Activity	Required		Considerations	Action:	By Who:	By When:
	Y	N				
Demolition						
Site Clearance						
Tree Protection						
Diversion and/or disconnection of existing site services						
Geotechnical and exploratory ground investigation						
Decoupling from existing buildings						
Decontamination						
Ground improvement and/or compaction						
Excavation of known below ground obstructions						
Survey work: Drainage			CCTV surveys are potentially required to internal mounted and external Rainwater and Soil pipework to determine condition etc.	UL to mobilise CCTV inspections of all drainage to blocks to assess condition and develop schedule of remedial and/or repair works.	UL / Specialists	For development of Proposals document
Survey work: Paint			Carry out a scratch test analysis to internal communal areas to robustness of existing coatings/ potential lead content etc.	UL to arrange for Dulux technical services to carry out scratch test surveys to communal area coatings. Schedule of works to be developed based on survey findings.	UL/ Specialists	For development of Proposals document
Survey work: Mortar & Concrete			Inspect areas of pointing subjected to lichen and moss growth to determine robustness of pointing	UL to rake out defined areas of pointing subject to Lichen and Moss growth. Analyse mortars and develop schedule of repointing works to affected areas.	UL / Specialists	For development of Proposals document

Enabling Activity	Required		Considerations	Action:	By Who:	By When:
	Y	N				
Survey work: Asbestos	Green		Obtain current R & D data to analyse areas that may be subject to asbestos contamination	Review current R&D survey data. Engage specialist survey company to validate existing data against current client brief	UL / Specialists	For development of Proposals document
Creation of access routes	Green		Assess maintenance of access routes to ensure effective management of pedestrian traffic to all blocks	Maintain access to routes to and from all blocks. UL to ensure effectively signed pedestrian access/egress route for residents using the site compound area adjacent to the Greenside Community Centre.	UL	For development of Proposals document
Perimeter fencing and security provisions	Green		Blocks scaffolded to be adequately secured by use of heras style fencing. Blocks with secure door entry systems to be maintained	Prior to scaffold erection to blocks UL to ensure adequate heras fencing is erected to each block to negate members of the public straying into the site boundary.	UL / Specialists	For development of Proposals document
Work to neighbouring buildings		Red				
Discharging planning conditions prior to construction commencing	Green		UL designers to ensure planning conditions effectively discharged prior to commencement	UL and its designers to ensure planning conditions discharged with specific regard to front entrance door replacement works	UL / Designers	For development of Proposals document
Historical architectural investigation fieldwork		Red				
Access Ramps		Red				
Signage provisions	Green		Existing block signage to be maintained whilst works in progress	Ensure access arrangements do not impede existing signage to blocks	UL	For development of Proposals document
Provision of statutory utilities to the site	Green		United Living to liaise with statutory utilities to ensure independent metered supply utilised for compound area and power for the works	Battery operated power tools to be utilised on blocks. Separate metered supply to be drawn from Greenside Community Centre for compound area.	UL	For development of Proposals document

8.0 Risk Register

City West Major Works - Lot 3 (South Area)

Form of Risk Register - Tender Stage for development - V120 Lisson Green

Date	Risk Event	Outcomes	Indicators	Partnering Team Member Responsible	Likelihood	Impact	Risk Score	Generic Management Controls	Specific Mitigation	Deadline	Likelihood	Impact	Residual Score	RAG
	Delayed start to programme due to S20 notice satisfaction	Potential loss of supply chain due to other commitments. Increased cost burden of preliminaries awaiting satisfaction of notices		UL/CWH	2	4	8	CWH leaseholder consultation procedures policy to be robustly followed and administered.	Issue statutory consultation notices following tender evaluation prior to award; ongoing consultation following issue of property list and client briefs; additional support from contractor following development of PEP's; ongoing updates from contractor through to final account		1	4	4	Yellow
	Failure to achieve KPI targets set for specific site	Core Group meeting to review causes. Failure to realise variable profit contribution		UL	2	4	8	The ITT documents clearly set out Programme KPIs for core areas of performance; scoring methodology, responsibility for measurement and targets; KPIs will be reported at Progress Meetings monthly for review as well as Core Group & Commercial Group.	United Living to implement systems to manage each KPI and achieve targets; Commitment required from all parties responsible for reporting KPIs to recording core data; e.g. resident satisfaction data will only be meaningful if data for high percentage is available; FLAG system in place to support collation of data and reporting; regular reporting and performance reviews; KPIs mirrored through supply chain; Action Plans to be put in place for poor performance. Plan to be proposed by UL and agreed by Project team		1	4	4	Yellow
	Resident dissatisfaction with works	Pressure on client and Service Provider - competence		UL	2	4	8	Specification setting standards for resident consultation; quality; code of conduct; satisfaction KPIs; Qualitative assessment of experience and procedures in selecting contractor;	RLOs/LLOs allocated from outset; Communication Plan & Resident Liaison Procedures established, tailored to resident diversity; involve residents in developing procedures; Operatives to receive customer care and Code of Conduct training reinforced with toolbox talks; Quality benchmarks established via property pilots, involving residents; Clerk of Works overseeing quality; KPIs to measure satisfaction; Action Plans implemented for low satisfaction; ongoing service improvement reviews		1	4	4	Yellow
	Loss of key team members from UL & CWH	Programmes delayed, residents frustrated lack of consistency/continuity		UL/CWH	3	4	12	Allocate correct staff with right level of support for role	Ongoing monitoring of staff, regular appraisals and professional development training; Staff work to standard operational and commercial company procedures supporting movement between teams; 6 month notice periods for key members of staff and succession planning in place; ongoing resource reviews; close working between teams and line management supports ability to 'step' in at short notice; Regular workshops to celebrate success		2	4	8	Yellow
	Poor supply chain performance i.e. quality, programme and health & safety	Works delayed, quality impacts cost and UL/CWH perception poor by residents		UL	2	4	8	Use of Approved Supply Chain List; rigorous assessment process with ongoing review; fair payment terms; employer of choice;	Review all supply chain appointments prior to engagement; ensure resource capacity aligned to programme; ongoing monitoring and review; engage multiple partners for each trade to encourage competition and have back up poor performance by one partner; weekly subcontract meetings		1	4	4	Yellow

9.0 Survey, Measurement & Scheduling Strategy



Item No.	Client Brief Element	Survey Proposal	Investigative/Intrusive Survey Requirement	Specification Proposal	Scheduling Proposal
1	Roofs/Walkways. Repairs and replacement of damaged tiles to pitched roofs (low level), loose lay insulation to all roof voids.	Engage specialist i.e. Langley. Joint survey with UL survey team.	Potential to carry out core tests to substrates and removal of coverings to inspect	In accordance with specialist specification of works & page 30 (roofing) of the M3NHF Version 7 Specification	Develop quantified bill for pricing and consistent supply chain tender return. Schedule of provisional quantities with target total cost identified
2	Rainwater goods. Replacement of broken and leaking gutter joints, repairs/replacement corroded & failing RW goods and foul drainage pipework, replacement of undersized down pipes.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	N/A	In accordance with page 142 (plumbing) of M3NHF Version 7 Specification formulate scope.	Develop quantified bill for pricing and consistent supply chain tender return. Schedule of provisional quantities with target total cost identified
3	CCTV drainage survey required.	Engage specialist supply chain i.e. Token, Dyno Rod etc and carry out video survey, coupled with written report of observations	CCTV intrusion with DVD coverage highlighting key issues	In accordance with page 11 (drainage) of M3NHF Version 7 Specification formulate scope.	Develop quantified bill for pricing and consistent supply chain tender return. Schedule of provisional quantities with target total cost identified
4	External Repair works. Repairs and localised replacement of asphalt walkway finishes, Wash down soffits & fascias, concrete and render repairs, cleaning external facades/ around grills, replacement missing boiler flue cowlings, localised render cleaning, localised hard and soft landscaping repairs & repair and replacement of bin store doors.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	Limited carbonation/chloride testing by way of phenolphthalein testing for carbonation. Chloride testing (if applicable) by dust sampling tested by Sandbergs	In accordance with M3NHF Version 7 specification and where necessary for more specialist elements i.e. concrete repair by specialists such as Sika etc.	Develop quantified bill for pricing and consistent supply chain tender return. Schedule of provisional quantities with target total cost identified

Item No.	Client Brief Element	Survey Proposal	Investigative/Intrusive Survey Requirement	Specification Proposal	Scheduling Proposal
5	External decorations. Decoration of previously painted surfaces to blocks and boundary incl decoration of all garage doors and frames.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	N/A	In accordance with page 120 (painting & decorating) of M3NHF Version 7 Specification formulate scope	Develop quantified bill for pricing and consistent supply chain tender return.
6	Windows. Full inspection, ease & adjust existing aluminium windows incl replacing broken ironmongery, seals and blown DG units where required.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	N/A	In accordance with M3NHF Version 7 specification and where necessary for more specialist elements i.e. ironmongery by Mila	Develop quantified bill for pricing and consistent supply chain tender return. Schedule of provisional quantities with target total cost identified
7	Internal areas. Internal decorations & repairs (class O), repair & localised replacement of vinyl floor coverings, renew all floor matwells, repair floor surface incl nosings, replace tenanted front entrance doors & replace damaged & broken window boards.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	N/A except for scratch testing to existing class O coatings by Dulux	In accordance with page 120 (painting & decorating) of M3NHF Version 7 Specification formulate scope and specialist specification via Dulux or similar re Class O coating requirements	Develop quantified bill for pricing and consistent supply chain tender return.
8	Block works. Repair bin stores	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	N/A	In accordance with page 7 (fencing & gates) & 23 (brickwork & blockwork) of M3NHF Version 7 Specification formulate scope.	Develop quantified bill for pricing and consistent supply chain tender return. Schedule of provisional quantities with target total cost identified
9	Electrical work. Install emergency lighting to BS5266 incl within SME within roof voids.	UL visual survey of elements in-conjunction with CWH agent/s & specialist supply chain partner detailing relevant components & recommendations	N/A	UL Technical Team to develop specification in-conjunction with specialist supply chain partner and CWH electrical term brief schedule 14	Develop quantified bill for pricing and consistent supply chain tender return.

Item No.	Client Brief Element	Survey Proposal	Investigative/Intrusive Survey Requirement	Specification Proposal	Scheduling Proposal
10	Security Works. N/A	N/A	N/A	N/A	N/A
11	FRA General Block works. Install fire signage as required, improve compartmentalisation to SME within roof voids, install directional fire signage, replace communal fire doors & riser doors, replacement of all flat entrance doors (tenant only), rear communal door and landlords electrical cupboard door, seal penetrations through floors & walls & installation of loft hatch - locations to be proposed.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	N/A	In accordance with M3NHF Version 7 Specification formulate scope in particular performance specification sections for doors.	Develop quantified bill for pricing and consistent supply chain tender return.
12	FRA works to individual blocks. "Push bar to open" signage in Kimble, Interface AFD within roof void with auto dialler to Verney, retrofit override keys to door entry to Risborough & compartmentalisation of staircases to Linslade.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations	N/A	In accordance with M3NHF Version 7 Specification formulate scope in particular performance specification sections for doors.	Develop quantified bill for pricing and consistent supply chain tender return.
13	Asbestos works. R & D surveys incl removal of ACM's in Tersus reports.	UL to carry out visual survey of elements in-conjunction with CWH agent/s detailing relevant components & recommendations and validation of Tersus existing survey data	Limited sampling required due to original survey data by Tersus	UL Technical Team to develop specification in-conjunction with specialist supply chain partner and CWH agent/s	Develop quantified bill for pricing and consistent supply chain tender return. Schedule of provisional quantities with target total cost identified

10.0 Information Required



No.	Information Required/ Programmed Activity	Date Requested	Date Required	Confirmed on Contract Instruction	Remarks/ Comments
1	Any known planning restrictions currently in place as well as covenants	16.03.18	04.06.18		
2	Are there specific scaffold phasing requirements due to limitations placed on scaffold volume	16.03.18	04.06.18		
3	Party wall awards/notice requirements: Specific regards to block infill properties	16.03.18	04.06.18		
4	Information in terms of current paint system employed in communal areas	16.03.18	04.06.18		
5	Roof edge protection requirements. Fall arrest for maintenance or edge demarcation?	16.03.18	04.06.18		
6	Site set up defined as land adjacent to Greenside Community Centre in resource plan. Agreement required	16.03.18	04.06.18		
7	External area painting colour schedules	16.03.18	04.06.18		
8	Communal class O painting colour schedules	16.03.18	04.06.18		
9	Roof tiling/slating material specification - clay, concrete, natural or artificial slate?	16.03.18	04.06.18		
10	Additional protection requirements to exposed concrete surfaces i.e. anti-carbonation coatings?	16.03.18	04.06.18		
11	Light fitting component specification to communal areas - advise client requirements	16.03.18	04.06.18		
12	Details of current undersized RWP's, locations, current fixing centres etc.	16.03.18	04.06.18		
13	Availability of existing O&M manuals, health and safety plans	16.03.18	04.06.18		
14	Current lighting levels to communal areas and lux requirement levels (if information is available)	16.03.18	04.06.18		
15	Surveys and/or requirements from LFEPA	16.03.18	04.06.18		
16	Details of highways/TFL officer in terms of road closures and/or bay suspension requirements	16.03.18	04.06.18		
17	Details of incumbent R&M provider to enable satisfaction of H & S Plan	16.03.18	04.06.18		
18	Clarify Policy/procedure re re-siting of satellite dishes and/or maintaining service on estate;	16.03.18	04.06.18		
19	Tree preservation orders currently in place and/or protection requirements	16.03.18	04.06.18		
20	Existing drainage details and layout information (if available)	16.03.18	04.06.18		
21	Previous collateral warranties/Insurance Backed Guarantees in place i.e. roof coverings etc.	16.03.18	04.06.18		
22	Details of EWI system utilised on original external works schemes	16.03.18	04.06.18		
23	Front entrance door (schedule of requirements) - property details and colour schedules;	16.03.18	04.06.18		
24	Clarify whether leaseholder FEDs included	16.03.18	04.06.18		

11.0 Procurement Strategy and Process

Our Commercial Management Team will prepare enquiries for procurement of specialist subcontractor packages. With support from our appointed Design Consultant on more involved and challenging design driven elements, as set out in section 9.0 Survey, Measurement & Scheduling Strategy.

Prior to sending out enquiries for competitive quotations the project team will ensure the correct selection criterion is used. This will include such things as:

- Cost competitiveness
- Quality Management and performance on previous similar projects
- Health, safety and environmental performance
- Geographical location
- Consideration but not preference (unless agreed otherwise at pre-tender stage) to quotations received at cost planning stage
- Social Value considerations

Our commercial team will prepare the subcontract enquiries and ensure that they contain all the information needed to allow for robust pricing. This will include as a minimum the following information:

- Scope of work package (i.e. supply labour/plant/materials/temporary materials including supervision);
- Specification, relevant drawings, Bills of Quantities, Preambles, Main Contract Conditions etc.
- Block breakdowns to satisfy leaseholder consultation requirements;
- Details of CWH/UL's preferred product/ component specification;
- Location of site, approximate subcontract programme dates and constraints;
- Form of Subcontract and any retention details;
- Special Terms and/or Trade Conditions etc.
- Required level of Subcontract Insurance cover;
- Tender return date.

Subcontractor selection will be in accordance with our supply chain procedures with subcontractors selected from our Approved List, where they have been subject to rigorous assessment procedures aligned to competence; health and safety; capacity & adequacy of resources. We propose to utilise the Bid & Tender Management module on our Aconex data management system to manage all tender enquires and information electronically with access provided to the client team to ensure full tracking and visibility to satisfy open book processes. Our Commercial Team will review subcontract tender returns for compliance with requirements and prepare business case recommendations for discussion with CWH for inclusion within our Project Proposals document.



For new subcontractors with no previously demonstrated experience or capability the Commercial Team will prior to proceeding and with due awareness of time implications ensure that a "New Subcontractor Request" form is completed and issued to UL's Subcontractor Database Team so that the necessary compliance information can be gathered and entered onto the database. Where CWH propose preferred subcontractors with a proven track record of working on similar schemes we will ensure these are assessed on our system to ensure transparency and consistency of process.

No Subcontract orders will be placed unless the Subcontractor has satisfied the requirements of the United Living database team and achieved approved status.

In order to methodically evaluate quotations received our Commercial Team will analyse in detail each quotation so that, along with the Contracts Manager, Site Manager, plus where appropriate United Livings Design Consultant and/or CWH they can then jointly agree the final selection and propose their recommended Subcontractor by completion of the Subcontractor Recommendation for approval.

It is essential that the Opportunities schedule is updated to reflect the results of the subcontract procurement process with any gains (and losses) noted accordingly.

11.1 Risk associated with subcontractors procurement

Risk	Mitigation
Subcontractor is not competent or has insufficient capacity to undertake the work	<p>We will only use subcontractors from our approved subcontractor list that have undergone a rigorous assessment process. Commercial Team will only place order with successful subcontractor once following has been checked:</p> <ul style="list-style-type: none"> • approved status on database and Safety, Quality, Environment performance; • required levels of insurance cover are in place including EL; PL and CAR ; • PI insurance as and when design obligations occur; • Ensure insurances and accreditations are all current and appropriate; • Resource capacity and coordination with other trades aligned to delivery programme and agreed in advance; • Review subcontractor Tax Exemption status (CIS); • Induction process includes evidence of operative competency and
Subcontractor fails to perform	<ul style="list-style-type: none"> • Approved list procedure to only use subcontractors that have been rigorously assessed in advance; • Consider appointing two or more subcontractors for larger packages e.g. scaffold; to reduce risk and incentivise competition; • Ongoing KPIs and performance monitoring to proactively identify and manage performance; • weekly subcontractor meetings to ensure any issues identified are discussed early and agreed action implemented; • yellow, red card procedure to suspend, remove operatives/ subcontractors for breaches in performance.

12.0 Communications Plan

We have identified a dedicated resident liaison team for Lisson Green. The team will act as the catalyst for communication, although every member of the team, including operatives, has a role in the customer journey and are trained in their part in effectively communicating with residents.

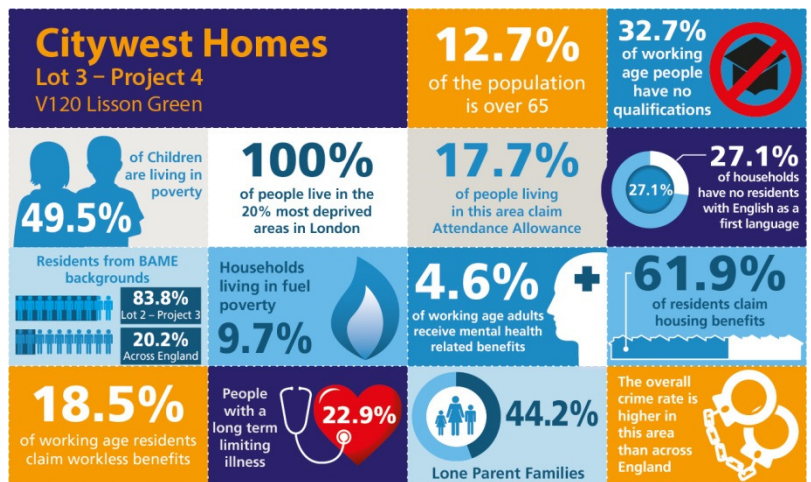


The team includes a Resident Liaison Officer, ~~Sonia Heydon~~ who will be based at our site office adjacent to Greenside Community Centre for the 35 week duration to provide a proactive service for the residents in terms of timely and accurate information, daily visits, weekly/monthly events, communication and delivery of tailored service plans for vulnerable residents, complaints management to satisfactory resolution, attendance and reporting of performance to resident groups and general support for all residents. Where colour choices are available – for example for internal communal areas, front entrance doors and repainting of garage doors, ~~Sonia~~ will liaise with CWH to understand any commonality requirements across the 20 blocks and organise the ballot, providing colour samples to enable choices to be made. ~~Sonia's~~ role is vital in achieving good access to ensure the integrity of the programme, particularly where windows are being eased and adjusted/repared where access into the dwelling is required.

~~Sonia~~ will be supported by Leasehold Liaison Officer, ~~Sharon Hollyer~~ and Resident Liaison Manager ~~Kelly Sidhu~~. ~~Sharon's~~ role 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.

The team will be equipped with 4G enabled i-pads running our contract management system FLAG. This technology facilitates a truly mobile workforce where they have every 'plot' file at their fingertips enabling us to respond to every resident question immediately without having to return to the office.

Early review of the area gives us an indication of the local populous providing us with a foundation from which to build our communication plan. All communication will comply with the CWH 'Project related communications and resident engagement requirements' as detailed in the contract documents whilst taking into consideration local themes and concerns.



Our starting point will be liaison with CWH teams to ensure we create a two way communication flow. ~~Village manager – Ruth Aboagye~~ will engage with Village manager – ~~Ruth Aboagye~~ and her team, prior to any communication with residents to share information on the works and understand tried and tested methodologies for communication in the area etc. It is our understanding that there is a very strong resident group led by ~~Jeffrey Simmons~~ on the estate. We will seek to engage with ~~Jeffrey~~ to help us develop our communications plan.

We will write to every household affected by the Lisson Green works, introducing United Living and inviting every resident to an introductory 'Meet the Contractor' Event where we will introduce the team, describe the works and capture any residents that wish to become involved with the project. We propose these are jointly hosted by United Living & Citywest Homes to enable us to be able to field all queries that may arise. We will subsequently host phase launch meetings, capturing each of the 20 blocks or groups of blocks as they occur in the programme. This will enable us to provide information specific to the dwelling with regard to access arrangements (scaffold, etc), any changes to access and egress for example repairs and re-asphalting to balconies and walkways and general timings and practicalities.

We will host introductory and ongoing events at locally accessible venues including ~~Greenside Community Centre~~ in Lilestone Street and ~~Fisherton Hall~~, Fisherton Street. Also nearby is the Islamic Cultural Centre and Central London Mosque. If this is a focal point for residents on the estate we will host communication events at this venue. Events will be at varying times to maximise the amount of residents

~~that attend. The data indicates 44% of families are lone parents, therefore we must consider meeting times, location and child care. We will provide childcare facilities at the meeting, from an activity table for older children, to utilisation of the Moveable Crèche (evening meetings) or local childcare providers such as the Lisson Green Community Nursery so parents/carers can fully engage. We will also host a number of leaseholder events jointly with the Lessee Services team, where we can discuss the works on a 1:1 basis, reassuring lessees of our quality/ value for money in terms of product and delivery methodology.~~

~~Demographic data indicates that Lisson Green is richly diverse with circa 84% of residents coming from BAME backgrounds, (27% of those households have no residents with English as a first language). We will tailor communication to suit the community. Almost 18% of residents are Carer's and a further 23% have a long term limiting illness; these residents may need us to visit rather than come to our introductory event or would benefit from transport or a choice of times to suit their lifestyle.~~

Following the introductory events, we will contact Lisson Green Tenants and Residents Association and the Central Residents Area Panel to invite them to a Customer Workshop. Also invited will be local CWH staff and stakeholders ~~such as Councillor Barbara Graham~~. Hosted by our Resident Liaison Manager, we will use the session to capture lessons learnt and resident's experiences from other works such as the estate wide lift programme to install elevator monitoring units in 2013. Other major works phases were some 10-12 years ago in 2005 and before so will likely not be counted. We will also develop the customer communication plan and relevant communication media. From there, we will tailor the full suite of letters, resident welcome pack, newsletter templates, energy efficiency booklet, satisfaction survey, aftercare brochure and provide the suite of communication to the Customer Group for sign off. Our communication Plan for the Lisson Green contract can be summarised as follows;

Prior to Works		
	Proposal	When
1.	Joint introduction letter to tenants & leaseholders from CWH and UL	asap after award
2.	Publicise award in local media; Industry publications, Website, City Voice; Twitter;	
3.	Resident Liaison Team on-site pre-works with phone, mobile, email contact options;	Mobilisation
4.	Workshop with key stakeholders (CWH, resident representatives, Councillors, etc)	
5.	Letters, Resident Welcome Pack, Newsletters agreed for issue	Pre-start
6.	'S20' Obligations agreed with CWH to ensure we meet all statutory consultations	Pre-start
7.	Meet the Contractor events at Greenside Community Centre to introduce the works	Pre-start
8.	Resident Reps invited to scrutinise Pilot properties to help communicate standards	Pre-start
9.	Suite of letters issued to each Resident to inform them of survey appointments, scaffold erection, works commencement etc.	4-6 weeks before start
10.	Appointments made for RLO to visit every home	4 weeks prior to start
11.	Initial visit coordinated with surveys to minimise disruption. RLO to conduct any colour/choice ballots, discuss the works and issue Resident Welcome packs. Resident Profile will identify special requirements that may affect the way we communicate; translations, vulnerable residents, work, disabilities, carers, holidays.	
12.	Appointments made for works with written notice, text reminders and door knock	14/7/1 days
13.	Communication of Safe Key Process for residents unable to provide access	On going
During Works		
	Proposal	When
14.	RLO/Site Manager makes contact every day to ensure 2-way communication	ongoing
15.	Estate walkabouts with resident representatives and key stakeholders	ongoing
16.	Comments form left for resident to note issues or concerns. Site team will check, respond & sign every day, communicating all actions and recording in issues log	Daily
17.	Newsletters issued at regular intervals by phase and by block	Monthly
18.	KPI Performance information published in newsletters, website, and local media;	Monthly
19.	Monthly Resident meetings, Weekly coffee mornings, Site Manager/RLO attend Central Area Resident Panels, Lisson Green TARA meetings as required.	Monthly/ongoing
20.	Resident Representatives involved in progress meetings & performance reviews	ongoing
21.	Community Investment Initiatives and events used to support engagement activities	ongoing
On Completion		
	Proposal	When

22.	Aftercare booklet issued to residents with instructions on maintenance, care and defects procedure – explained and demonstrated to resident	on completion
23.	Satisfaction forms issued by RLO and used to measure Resident Satisfaction.	on completion
24.	Feedback sought from Resident Inspectors, Residents invited to Contract review	on completion
25.	6 week call back to resident to check continued satisfaction with the works	defects period