



CITYWEST HOMES



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Project Execution Plan

S159 – Millbank Estate



UL Contract number: 02761

Version control

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1					

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1.0 Introduction

1.1 Scheme Background

This Project Execution Plan (PEP) document is based on the revised Client Brief S159 – Millbank Estate version 3 and supporting documentation issued to United Living 4th December 2018.

1.2 Purpose

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

1.3 Property Addresses/ Location

The project comprises of 11 blocks with the following unit numbers

Block		No. Units
1	Gainsborough House 1	30
2	Gainsborough House 2	30
3	Wilkie House	41
4	Morland House	40
5	Maclise House	39
6	Mulready House	25
7	Millais House	15
8	Reynolds House 1	26
9	Reynolds House 2	26
10	Hogarth House	34
11	MEMO Office	N/A
	Total	306

Gainsborough House (1 & 2) is a complex consisting of two five storey blocks containing 60 flats, and the date of construction is thought to be late 19th century. Both buildings are solid brickwork construction with slate covered pitched and mansard roofs. There are two communal enclosed stairwells in each building. Flat windows are single glazed, timber framed, vertically sliding sash type. Rainwater goods are of cast iron. There is a rear hard landscaped courtyard to the rear and the North elevation is also hard landscaped and accessed via maintenance gate.

Wilkie House is a five storey block containing 41 flats, and the date of construction is thought to be late 19th century. The building is of solid brickwork construction with slate covered pitched roofs. There are three communal enclosed stairwells. Flat windows are single glazed, timber framed, vertically sliding sash type. Rainwater goods are of cast iron. There is a rear hard landscaped courtyard, with a further lowered section which is also hard landscaped.

Morland House is a five storey block containing 40 flats, and the date of construction is thought to be late 19th century. The building is of solid brickwork construction with slate covered pitched roofs. The communal areas feature enclosed stairwells. Flat windows are single glazed, timber framed, vertically sliding sash type. Rainwater goods are of cast iron. There is a rear hard landscaped courtyard, with a further lowered section which is also hard landscaped.

Maclise House is a five storey block containing 39 flats, and the date of construction is thought to be late 19th century. The building is of solid brickwork construction with slate covered pitched roofs. The communal feature enclosed stairwells. Flat windows are single glazed, timber framed, vertically sliding sash type. Rainwater goods are of cast iron. There is a rear hard landscaped courtyard, with a further lowered section which is also hard landscaped.

Mulready House is a five storey block containing 25 flats, and the date of construction is thought to be late 19th century. The building is of solid brickwork construction with slate covered pitched roofs. The communal feature enclosed stairwells. Flat windows are single glazed, timber framed, vertically sliding sash type. Rainwater goods are of cast iron. There is a rear hard landscaped courtyard, with a further lowered section which is also hard landscaped.

Millais House is a five storey block containing 15 flats, and the date of construction is thought to be late 19th century. The building is of solid brickwork construction with slate covered pitched roofs. The communal feature enclosed stairwells. Flat windows are single glazed, timber framed, vertically sliding sash type. Rainwater goods are of cast iron. There is a rear hard landscaped courtyard, with a further lowered section which is also hard landscaped.

Reynolds House (1 & 2) is a complex consisting of two five storey blocks containing 52 flats, and the date of construction is thought to be late 19th century. Both buildings are solid brickwork construction with slate covered pitched and mansard roofs. There are two communal enclosed stairwells in each building. Flat windows are single glazed, timber framed, vertically sliding sash type. Rainwater goods are of cast iron. There is a rear hard landscaped courtyard to the rear and the North elevation is also hard landscaped and accessed via maintenance gate.

Hogarth House is a five storey block containing 34 flats, and the date of construction is thought to be late 19th century. The building is of solid brickwork construction with slate covered pitched roofs. There are two communal enclosed stairwells accessed from the front elevation. Flat windows are single glazed, timber framed, sash type. Rainwater goods are of cast iron. There is a hard landscaped courtyard to the front and side elevations and the rear elevation is stone shingle.

MEMO Office is a two storey outbuilding located in the courtyard of Reynolds House. The office houses Millbank Estate Management Organisation staff and is the point of contact for Millbank Estate residents.

2.0 Scope of Works

The following table is the scope of works identified in the Client Brief and associated comments/observations from United Living.

Element	Condition Survey
Work Required	<p>Blocks: All</p> <p>A condition survey to be carried out within all areas likely to be affected by the working areas by the Service Provider which shall contain written and photographic evidence of the existing conditions. The Service Provider is to identify any areas of concern that may result in additional works being necessary, together with proposed remedial recommendations, within the scope of works. The condition survey is to be agreed with CWH and upon conclusion of the works the Service Provider is to ensure the condition of any areas affected by the works are handed over to CWH in no worse a condition than at pre-commencement stage.</p>
UL Comments	A precondition survey will be carried out during the SPP stage or prior to commencement.
Element	Access Required
Work Required	<p>Blocks: All</p> <p>The Service Provider will need to acquaint themselves with the access arrangements available and provide block-specific proposals to facilitate the works necessary. It is anticipated that these proposals will be optimised to provide the best value-for-money project-wide access proposals.</p>
UL Comment	<p>A fully designed working scaffolding will be required to all blocks in order to carry out the window repairs external repairs/decoration and Roof level works.</p> <p>A number of blocks will require scaffolding licences as some elevations are located directly on a public footpath.</p> <p>The rear elevation of Hogarth House is close to the fence line (800mm at the nearest point), the opposite side of the fence is a school playground. Although it may be possible to erect a scaffold without any of the scaffold being within the school, liaison with the school in order to mitigate any risks. Works to the rear of Hogarth may take place during the school holidays when the playground is vacant.</p>
Element	Structural/Brickwork Repairs
Work Required	<p>Blocks: All</p> <p>Brick/concrete/external finishes repairs and repointing to be undertaken where necessary (for example where damaged, defective or missing) – record keeping of location and extent of repairs undertaken required.</p> <p>Cleaning of all staining, dirt and grime to all brickwork, concrete and tiled surfaces.</p>

	<p>Asphalt surface, upstand and detail repairs to communal walkways and balconies.</p> <p>Repairs to defective render.</p>
UL Comment	<p>No render has been identified that would need repairs.</p> <p>There are no communal walkways that were identified.</p> <p>Blocks generally have areas of brickwork that require cleaning/repair, these items will be investigated further throughout the SPP process.</p>
Element	Glazing/Windows
Work Required	<p>Blocks: All</p> <p>Repairs and overhauls to all internal and external communal windows, panels and glazing, including fire resistant upgrades where necessary.</p> <p>Repairs and overhauls to all individual property windows, panels and glazing, including fire resistant upgrades where necessary.</p>
UL Comments	<p>Some cracked glazing has been identified during a brief site visit.</p> <p>Windows in general are in need of repair;</p> <ul style="list-style-type: none"> - Hinges appear to be steel and are showing signs of deterioration - Some sliding sash windows require significant repair as especially where present in arched frames. - Draught exclusion works may be required as - A number of casements are painted shut and a few casements are not able to close. <p>No areas of glazing/windows appeared to require fire resistant upgrades, however a more thorough visit will be carried out during the SPP stage.</p> <p>It has been reported that a couple of windows within the estate have fallen out due to rotten timber/corroded fixings. Although during the site visit no windows were identified as needing emergency care. It is suggested that a letter is sent to all residents requesting that they contact UL if they feel that their windows require urgent attention. This issue will be discussed further during the PEP review.</p>
Element	Flat entrance doors
Work Required	<p>Blocks: All</p> <p>Removal and replacement of all tenanted flat entrance door-sets with third party certified fire door sets. (Note: the opening/closing action of new fire doors, where level access is deemed applicable, can be impeded by residents internal floor coverings due to the threshold height. Residents with physical impairments/weakness may also require an alternative closer due to the force of standard close. This needs to be identified at survey stage by the Service Provider).</p>

UL Comments	The budget for flat entrance doors appears to include for all flat entrance doors. The budget will be amended to reflect tenanted doors only.
Element	Communal doors
Work Required	Blocks: All Repairs and overhauls to all main entrance and communal doors, service doors, service risers, meter enclosures and associated elements, including fire resistant upgrades where necessary.
UL Comments	Repairs to all main entrance doors has been allowed for in the budget. There do not appear to be other communal doors within the blocks. Riser doors do not appear to be FD30's, we have allowed for replacing these doors with FD30's instead of repair.
Element	Timber repairs
Work Required	Blocks: All Joinery and resin repairs to all defective timber elements (including items such as windows, panels and doors). Redecorations to all previously painted surfaces, including strip and preparation where required.
UL Comment	The majority of timber repairs will be associated with windows however a schedule of timber repairs would be created following receipt of Pre-commencement order.
Element	Metalwork repairs
Work Required	Blocks: All Redecoration of all previously painted metalwork including external boundary treatments. To include full preparation (strip where necessary) and repairs and replacement of missing or defective elements.
UL Comments	The majority of metalwork repairs will be associated with railings however a schedule of timber repairs would be created following receipt of Pre-commencement order.
Element	Movement joints
Work Required	Blocks: All Movement joints / sealant works – rake out and replace with new.
UL Comment	We are uncertain to the location of any movement joints given the age and style of the blocks, however any identified movement joints will be noted within the SPP schedule of works.

Element	External redecorations
Work Required	<p>Blocks: All</p> <p>Redecoration of all previously decorated external surfaces. Class 0 performance to masonry communal walkway elements including necessary preparations.</p>
UL Comments	<p>As far as we have assessed, there are no communal external walkways and therefore external class 0 decoration would not be required.</p> <p>External decorations are limited to timber facia and soffits are roof levels.</p>
Element	Internal redecorations
Work Required	<p>Blocks: All</p> <p>Repairs to internal fabric finishes to ensure they are sound, consistent and ready to receive redecoration. Redecoration of all previously decorated internal surfaces. Class 0 performance to walls, ceilings and soffits including necessary preparations.</p>
UL Comments	<p>Flake, adhesive testing will be carried out to all blocks to ascertain the required decoration works to achieve Class 0 finish.</p> <p>Generally internal walls and ceilings appear to be in a good condition therefore the level of internal repairs to walls and ceilings are likely to be limited.</p>
Element	Communal flooring
Work Required	<p>Blocks: All</p> <p>Repairs to existing non-covered flooring (including replacement of any components beyond repair) to ensure surfaces are safe, cleanable, maintainable and free of defects. Replacement of existing floor coverings including associated components to ensure flooring is safe, cleanable and maintainable.</p>
UL Comment	<p>All blocks where access was gained had a carpeted finish, an allowance has been made to replace the existing carpets with new.</p>
Element	Roofing works
Work Required	<p>Blocks: All</p> <p>Cleaning of moss, lichen, debris and build-up of atmospheric dirt - to all property roofs. Pitched roof repairs to slates, leadwork, flashings, soakers, hips, valleys, ridges and associated detailing to ensure that roof elements are functioning correctly and are not permitting water ingress. Installation of inline roof ventilation. Installation of roof insulation. Installation of roof void compartmentation between party wall lines.</p>

UL Comments	<p>Roofs in general appear to be in a good condition although the odd isolated slate may need to be re-fixed/replaced.</p> <p>Roof spaces were not accessed during the initial site visit, therefore original budgets have remained.</p>
Element	Surface water and below ground drainage
Work Required	Test and undertake repairs and full cleaning of rainwater goods and below ground drainage systems including replacements of elements which are beyond repair. Test upon completion to ensure all rainwater goods systems are free of leaks and are discharging correctly.
UL Comments	A CCTV survey will be carried out during the SPP in order to identify any rectification works that may be required.
Element	Electrical – Power
Work Required	<p>Blocks: All</p> <p>Full upgrade of low voltage distribution systems and all components. Trace and remove all redundant cables including TV aerials Inspect all ryefield panel doors and repair as required</p>
UL Comments	All existing systems to be investigated following receipt of PCO.
Element	Electrical – Communal Lighting
Work Required	<p>Blocks: Morland House, Maclise House, Millais House, Wilkie House & Mulready House</p> <p>Note: The lighting for Gainsborough House, Reynolds House and Hogarth House were replaced in 2014 in project number S862.</p> <p>Survey / review existing lighting systems and, where necessary, replace existing/ install new systems to comply with current regulatory requirements and CIBSE recommended levels (minimum illumination of 200lux in all plant room spaces required).</p> <p>The Lighting installation is to include emergency lighting provisions in accordance with BS 5266 Emergency Lighting requirements. Provide Electrical Installation Condition Report (EICR) and all appropriate certification associated with The Works undertaken.</p> <p>Please refer to the previous S862 project (details within appendix 8) to ensure the same light fittings etc are used to keep all blocks uniform in appearance.</p>
UL Comments	All existing systems to be investigated following receipt of PCO.
Element	Lateral Mains
Work Required	<p>Blocks: Morland House, Maclise House, Millais House, Hogarth House, Wilkie House, Reynolds House, Mulready House & Gainsborough House</p> <p>Survey/review existing lateral mains installation across the block and to all dwellings and landlords supplies. The components shall be replaced in strict</p>

	<p>compliance with BS 7671 17th edition and amendments and in accordance with IEE regulations and all relevant legislation.</p> <p>Provide new containment which shall be metal powder coated. Installed in line with BS EN 50085-1:2005 and shall be suitably earthed.</p> <p>All new main cabling installed will be connected back to the incoming utility company's earth bar.</p> <p>All labels and notices to be in conjunction with BS 7671 and BS EN 60073. Switchgear, sub main cables complete with BS 7671 17th edition and amendments indication of danger notices.</p> <p>All final outgoing cables to be a minimum of 2.5mm² copper stranded, table 6491B, LSF sheathed with the CPC with the same CSA as the phase conductor. The circuits are to have the cables in the distribution board numbered using Critchly cable markers, white with black numbers to identify the circuit.</p>
UL Comments	<p>All existing systems to be investigated following receipt of PCO.</p> <p>18th Edition will be complied with.</p>
Element	Lateral Mains/Lighting & Door Entry Containment
Work Required	<p>Blocks: Morland House, Maclise House, Millais House, Hogarth House, Wilkie House, Reynolds House, Mulready House & Gainsborough House</p> <p>Existing containment to be re-used where possible.</p> <p>Provide new containment for the associated service which shall be metal powder coated. Installed in line with BS EN 50085-1:2005 and shall be suitably earthed.</p> <p>Note – containment to be sized as such that all existing cabling (not just door entry) can be relocated from old plastic conduit and mounted within new powder coated containment</p>
UL Comments	<p>All existing containment will need to be assessment in order to ascertain if it can be re-used.</p>
Element	Builders Work in Connection with the M&E Installations
Work Required	<p>Blocks: All</p> <p>Carry out all builders work in connection with The Works including subsequent making good of all disturbed finishes to a standard acceptable by CWH.</p> <p>Provide recommendations for any builders-work style items felt necessary (such as any minor building-fabric style repairs or decorative items associated with The Works areas), submit for review and further instruction by CWH – a Provisional Sum in relation to any such works should be included at PEP stage.</p>

	Replace/ make good/ repair existing water tank bunds if required
UL Comments	<p>Any builders works associated with any of the works to be carried out will be included for within the works.</p> <p>It is assumed that as this project does not include for the replacement of water tanks that works to water tank bunds is not required.</p>
Element	Associated Fire Safety Works
Work Required	<p>Blocks: All</p> <p>Carry out all fire stopping associated with the works. All fire stopping works must be undertaken by a third party certified company who has been certified by an 'industry-recognised' body.</p> <p>Ensure The Works are fully compliant with current building regulation requirements.</p>
UL Comments	See "FRA Works" below
Element	Door Entry System
Work Required	<p>Blocks: Morland House, Maclise House, Millais House, Hogarth House, Wilkie House, Reynolds House, Mulready House & Gainsborough House, MEMO Office</p> <p>Provide new door entry system as per CWH standard Specification. The components shall be replaced in strict compliance with BS 7671 17th edition and amendments and in accordance with IEE regulations and all relevant legislation.</p>
UL Comments	<p>An allowance has been made within the budget to carry out these works.</p> <p>18th Edition will be complied with.</p>
Element	Incoming Water Main
Work Required	<p>Blocks: All</p> <p>Review the location of the incoming water main pipe. It has been noted that some blocks have the water main located adjacent to the electrical distribution equipment. The service provider is to review and propose an alternative arrangement.</p>
UL Comment	This item will be investigated further during the SPP stage and discussed with CWH.
Element	Asset Tagging
Work Required	Blocks: All

	<p>Appoint an asset tagging company (Stics AMS or approved equivalent) to supply, install and carry out the installation, programming and commissioning of asset tags to new items upon completion of works.</p> <p>All main plant & equipment components associated with The is to be scheduled by the Service Provider within their PEP. The Service Provider is to provide a proposed Asset Tagging Register of all components for review and approval by CWH.</p>
UL Comments	A list of plant and equipment to be asset tagged will be provided with the SPP. Discussions with CWH required in order to determine the level of asset tagging required.
Element	Maintaining the existing building services
Work Required	<p>Blocks: All</p> <p>Maintain the building services systems during the duration of the contract.</p>
UL Comments	<p>United Living will insure that building services systems remain operational throughout the works where possible and will allow access to CWH partners that need to carry out PPM activities during the works.</p> <p>A schedule of known PPM activities to be provided to UL by CWH prior to works commencing.</p>
Element	FRA Works
Work Required	<p>Blocks: All</p> <p>Fire detection and warning system upgrade to BS5839:1 Grade L2</p> <p>Fire Stopping: Landlord areas/riser and service rooms</p> <p>Fire doors: replacement of damaged fire riser doors and renewal of all tenanted front entrance doors to third party certified fire door sets FD30</p> <p>Compartmentation and seals: Walls to protected fire routes to have 60 minute fire resistance, openings off protected fire routes to have 30 minute fire resistance (this includes doors, service openings, borrowed light gazing, holes around cables trunking and pipework).</p> <p>Fire Signage: Fire doors signage only (DNUL and FANS)</p> <p>Note – All items above to be cross-checked against identified in appendix 3 fire risk assessments – final proposals to be submitted to Client for agreement.</p>
UL Comments	<p>Fire detection system – See RFI schedule</p> <p>Fire stopping – A compartmentation survey has been added to the budget to allow for all rectification works to be identified, a provisional sum for rectification works will also be added.</p> <p>Fire doors – See Communal doors above</p>

Element	Millbank Estate Management Office Remodelling & Extension
Work Required	Undertake office remodelling, extension and refurbishment works in accordance with drawings and employer's requirements in Appendix 8.
UL Comments	All existing documentation supplied with the client brief is still to be analysed. For the purpose of this PEP the budget has been left unchanged from the client brief issue.
Element	Asbestos Management
Work Required	<p>Blocks: All</p> <p>The contractor shall comply with all statutory and regulatory requirements with respect to Asbestos.</p> <p>An R&D survey has been undertaken to the areas of work affected. As the design develops there maybe areas of work which were not anticipated at the time of the client brief production. If further R&D surveys are required, the contractor shall notify the client so further surveys can be undertaken.</p> <p>The Service Providers Project Execution Plan needs to identify any further works, with estimated costs, for assessing the information available and then for completing all necessary surveys/ works to identify and manage/ remove Asbestos hazards associated with The Works.</p> <p>The contractor shall ensure that an asbestos R&D survey is carried out prior to any works being undertaken.</p>
UL Comments	The asbestos surveys supplied were completed in 2016, these reports will be reviewed in detail following receipt of a pre-commencement order. Any areas not surveyed or where access was not available at the time of the original survey will be carried out during the SPP production.
Element	Other Potentially Hazardous Circumstances
Work Required	<p>Blocks: All</p> <p>In addition to Asbestos management (as noted above) there may be other potentially hazardous circumstances that the Service Provider will need to address.</p> <p>Undertake all surveys as necessary to establish the existence of all potentially hazardous materials, substances and/ or environmental conditions. Procure and execute all works necessary to clear away any such hazards to the extent necessary in order to facilitate future surveys and execution of the works.</p> <p>Provide recommendations for any additional measures that may be deemed necessary to prevent re-contamination.</p>
UL Comments	Any items identified will be passed onto CWH for comment.
Element	H&S File
Work Required	<p>These buildings do not currently have a H&S file.</p> <p>Create/provide a new Health and Safety File and Operating & Maintenance manuals for the building and also for all systems associated with The Works.</p>

	<p>The file shall be in accordance with and as detailed within the Term Partnering Contract. This is to include but is not limited to;</p> <ul style="list-style-type: none">• A detailed future Planned Preventative Maintenance (PPM) programme/ regime associated with The Works;• As-built drawings, specifications, schematics, schedules etc.• Manufacturers details, guarantees and warranties (as applicable)• Details of risks and hazardous materials not eliminated through design• Site Investigation Reports• Statutory authority consents and approvals
UL Comments	A health and safety file will be produced and provided at handover.

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 Statutory Approvals

As detailed within the client brief the estate is located within a Conservation Area and all but 2 of the blocks are grade 2 listed, the exceptions being Hogarth House which is grade 2* listed and the MEMO office. Pre-planning advice will need to be sourced prior to the commencement of the Service Providers Proposal in order to ascertain any limitations that may be enforced upon the works.

There are parking permitted spaces and roads across the site. Highways licenses and resident liaison will be required regarding erecting scaffold to a number of the blocks.

A Party Wall Surveyor may be required should any works be required the areas where Glastonbury house and Reynolds House adjoin the neighbouring property.

For the purpose of this PEP it has been assumed that all necessary permissions will be granted.

3.2 Design Strategy for Each Element

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

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

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

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

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

1. Product failure liability cover.
2. Consequential damage cover to building fabric and contents where a product has failed
3. Workmanship of the approved Service Provider/ Installer where relevant.
4. Design liability for the contents of the system supplier's specification, advice and any other detailed drawings supplied.

5. Specification for all materials including investigations of substrates and suitability of appropriate product must be produced at pre-commencement stage

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

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

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

Concrete Repairs	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.	<ul style="list-style-type: none"> • Mapei • Sika 	As per business case
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.	<ul style="list-style-type: none"> • Repaircare 	As per business case
Metal repairs	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.	<ul style="list-style-type: none"> • N/A 	Schedule of rates
Window and door repairs and overhaul	Each window and door is to be surveyed and a schedule of repairs is to be compiled with an itemised spreadsheet – all repairs are to be signed off by the Client representative.	<ul style="list-style-type: none"> • N/A 	Schedule of rates
Light Installation	Full site specific proposals to current standards, British Standards, CIBSE guidance and regulations. Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage. Minimum of IP65 rating. Key switch provided for testing.	<p>Fittings = Fitzgerald or Whitecroft Lighting</p> <p>As per CWH standard/agreed schedules & Specifications</p>	As per business case
Electrical Installation 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.	<p>Fittings = Crabtree and/ or MK</p> <p>As per CWH standard/agreed schedules & Specifications</p>	Business Case to be provided where Schedule of Rates cannot be applied
Lateral Main Cabling	<p>All sub main cabling will be Zero Halogen, Low smoke (OHLS) cable complete with Stranded copper conductors and a protective armour layer, SWA/LSF unless otherwise indicated.</p> <p>Final circuit cabling is to be a minimum of 2.5mm² copper stranded, table 6491B, LSF sheathed with the CPC with the same CSA as the phase conductor.</p> <p>The circuits are to have the cables in the distribution board numbered using Critchly cable markers, white with black numbers to identify the circuit.</p>	<p>All sub main cabling will be manufactured by Draka UK or approved equivalent. ALL sub main cabling will be tested and approved by LPCB and BASEC.</p> <p>All final outgoing cables will be manufactured by Draka UK or approved equivalent.</p>	Business Case to be provided where Schedule of Rates cannot be applied

Lateral Main & Door Entry Containment	Steel Powder coated trunking complete security screws	Flytec systems Ltd	Business Case to be provided where Schedule of Rates cannot be applied
Door Entry System	Full site specific proposals to current standards, British Standards, CIBSE guidance and regulations. Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage.	As per CWH standard/agreed schedules & Specifications	Business Case to be provided where Schedule of Rates cannot be applied

3.3 Design Process including Quality Checking and Monitoring Arrangements

The United Living team will:

- Develop realistic design programme linked to Task procurement & construction requirements;
- Understand 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;

3.4 Access Strategy

Scaffold will be required to all elevations to allow the safe completion of concrete repairs, brickwork repairs, decorations, timber repairs and roofing repairs.

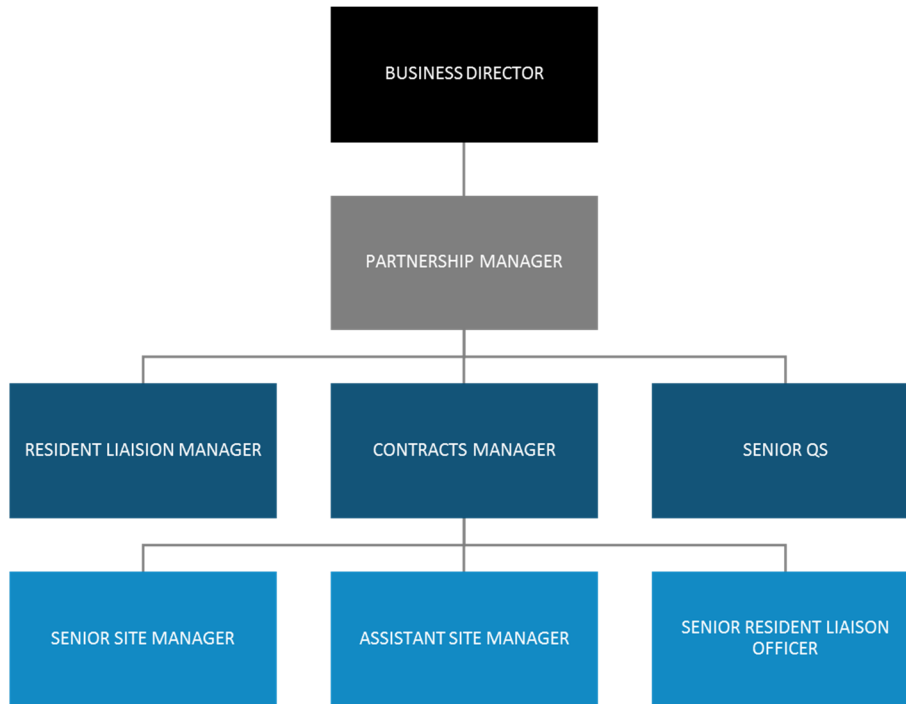
Scaffolding generally:

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

4.0 Programme

A programme of works has been created and can be found within Appendix A. In summary the construction phase of the project has been estimated at 108 Weeks which is 58 weeks more than allowed for within the client brief.

5.0 Resource Plan and Preliminaries



4.1 Project Management Structure

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

Subcontractor Supply Chain will include:

1. Scaffolding
2. Electrical
3. Painting and Decorating
4. Concrete and Brickwork repairs
5. Asbestos Surveys
6. Asbestos Removal
7. General Builder
8. Roofing
9. Timber repairs
10. Metalwork Repairs
11. Drainage Surveys and Repairs

4.2 Site Setup Proposal

Two possible locations have been located for a site set up within the Millbank Estate, both within the courtyard areas at Gainsborough House and Reynolds House, Either of which appear to be of appropriate size to install a site compound. Locations will be discussed with CWH during the pre-construction phase.

5.0 Cost Plan

United living have reviewed the scope of works as defined within section 2 and carried out site visits. As a result of this the original client brief budget has been revised.

A detailed breakdown is included within appendix B however a summary is provided below. The budget has been increase from £3,939,678 to £4,660,288, a total increase of £740,611. The majority of the increase can be contributed to the increase in projected programme duration, scaffolding provisions and window repairs.

Block	Client Brief Budget	UL Revised Budget
Gainsborough 1	288,781.34	337,800.00
Gainsborough 2	282,210.92	333,450.00
Wilkie	396,697.61	455,450.00
Morland	402,020.21	460,050.00
Maclice	422,138.84	443,900.00
Mulready	298,414.66	335,200.00
Millais	238,676.74	260,790.00
Reynolds 1	267,921.86	342,720.00
Reynolds 2	262,484.19	320,320.00
Hogarth	359,200.47	389,650.00
MEMO	227,795.53	227,795.53
Works Total	3,446,342.37	3,907,125.53
Prelim Fixed	6,453.66	6,453.66
Prelim Variable	191,407.32	413,439.80
Design	34,718.34	48,839.07
Subtotal	3,678,921.68	4,375,858.06
Central Overheads	164,400.79	196,913.61
Variable Profit	76,355.04	87,517.16
Project Total	3,919,677.51	4,660,288.84

6.0 Information Required

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

7.0 Communications Plan

Community Engagement

Effective Community Engagement and Liaison with residents and the local community will be key to the successful delivery of the Millbank Estate works. We understand the works will have an impact on a residents and leaseholders.

Our aim will be to ensure each stakeholder has been consulted on and fully understands what is proposed and when. We need to make it easy for residents to get involved so that they can help develop our communication and works methodology proposals with us. By clearly explaining what will be happening; and demonstrating that we are listening and are flexible, adapting processes where possible, our aim will be to manage expectations and help engender support for what we are doing.

Leaseholder engagement will be critical to the success of the scheme. We set out below our core commitments and the activities and procedures we will implement subject to discussion and development with the City West team and local stakeholders.

Resident Liaison Team

Our Resident Liaison Manager (RLM), **Kelly Sidhu** will allocate a trained and experienced Resident Liaison Team to engage and supporting residents through the pre-commencement, works delivery and post completion stages.

The RLO will be dedicated to engaging with Leaseholders and Residents over the programme.

Consultation Strategy

Kelly will facilitate a communication workshop with the City West teams and other key stakeholder. Key areas that will need to be discussed and developed include:

Resident Involvement - It will be important to involve residents in all aspects of the scheme including developing our consultation strategy and working methodologies. Drawing on residents' local knowledge will help engender their support and ensure we take on board local needs we may not otherwise have realised.

We will promote the formation of a Focus Group made up from Block champions from each block. In particular it will be important to involve tenants and leaseholders to ensure a focus on each of the differing tenures and priorities. We will also work with City West's Customer Engagement Team to encourage resident involvement over the contract via Mystery Shoppers, Energy Efficiency Community Champions and Resident Inspectors.

Resident & Community Diversity Plan: we will work with the City West team and local stakeholders to understand resident and community diversity across the estate so that our consultation plan and initiatives can be tailored to the needs of the community.

We subscribe to Community Insight which is an online community mapping and reporting tool which draws on a wide range of the most up to date data sets and indicators including Census information, indices of deprivation, economic deprivation and child wellbeing; data on unemployment and benefits, education attainment, health and crime;

- For example lone parent families and dependent children can make it hard for those households to attend consultation events. We will consider and implement strategies such as providing crèche facilities or family entertainment e.g. face painting, bouncy castle, games, colouring competitions etc. which will allow parents to attend consultation events and bring their children with them. We will also tailor appointments to avoid school pick up and drop off times.
- For vulnerable and elderly residents our Tailored Service procedure will identify a package of additional support and any changes to methodology required to meet individual needs;
- Understanding residents religious & cultural beliefs will enable us to tailor our services e.g. for households observing Ramadan we will avoid carrying out works at that time, or start later and finish earlier to allow for meal preparation. We will develop a cultural & religious events calendar which our resident liaison team will use to considerately plan appointments and works; and our community investment team will use to organise events e.g. Ramadan, Eid, Diwali, Easter, Christmas etc.

Liaison Procedures and Information. City West will already have detailed consultation/ engagement procedures and protocols in place however we will work with the team to discuss our shared experiences and best practice to develop a suite of procedures that are tailored to the City West objectives, but still retain flexibility to suit the diversity of residents and their individual needs. We will bring along example literature and procedures that we have developed through our experiences on previous schemes to support this process.

Consultation Plan

We include below our draft Consultation Plan for discussion and agreement with the City West team. This sets out our commitments for resident involvement and engagement over the pre-commencement, works delivery and post completion phases of the project - for each phase.

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;	
4.	Workshop with key stakeholders (CWH, resident representatives, Councillors, etc)	Mobilisation
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 to introduce the team and the work	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 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