

APPENDIX A TO RECOMMENDATION 12



Stevenage MRC Wates Contract Commitments:

Commitments Document

Note: The following highlights key commitments made by Wates Services within its Proposals that are not included within the Term Brief or other Specifications. The minimum contractual requirements as set out within the Term Brief and associated Contract Documents will be monitored and managed separately unless otherwise stated below. Where Wates has offered to deliver 'over and above' the minimum requirements, the additional activities/targets will be included within this document during the mobilisation phase, to ensure they are built into operational management plans/KPIs as needed before Contract go live. They will then be removed from this Commitments Document.

Commitment
Will develop a wider PR and communication plan
Update local businesses regularly, via email, text message and social media to highlight emerging opportunities, within Wates, the supply chain and other relevant local opportunities
Large supply chain event will be held during mobilisation period at Stevenage Borough Football Club
Rent desks in local trade merchant premises in Stevenage for Wates employees
Agree and establish Key Performance Indicators and set targets with subcontractor partners
Subcontractors' performance against KPI targets will be reviewed on a continuous basis <ul style="list-style-type: none"> Formal feedback at monthly meetings New targets will be agreed
Procure through TP
Commit to paying 100% of tier 1 suppliers within 19 days of certification
Tier 1 partners pay tier 2 suppliers within 23 days of certification <ul style="list-style-type: none"> Monitor through regular meetings
Constantly benchmark prices against other contracts and market test supply chain, by going out for alternative prices bi-annually
Supply Chain Sustainability Academy provides on-line and distance learning tools and resources which help equip SMEs
All information will be recorded on-site by the team using a tablet that synchronises automatically with the WLS-Project database
Contract Manager to produce a progress report 3 working days before each monthly meeting
Monthly Reports for Stevenage
Annual 'Project Impact Report'
Monthly commercial meetings to cover- Risk Register, Cost Reporting and Cash Flow
Weekly production meetings- identify variations or delivery trends and examine amendments needed to meet schedule
As soon as works are completed on a property, the information will be uploaded to Keystone

Commitment
Introduce a resident portal and virtual noticeboard
Leave the virtual notice boards for Stevenage
Implement WLS-Project to create a priced schedule of work and manage all commercial aspects of the project
At Handover WLS-Project will capture works completion signatures from the client , site representative, and resident, and capture “As Built” photographs
Wates will hold basic IT training utilising local Social Enterprise ‘Mine of Innovation’, providing short courses as well as the loan of laptops
Wates will devise and implement a bespoke communications plan that will take specific groups into account e.g. the elderly
Wates will employ and train a second RLO during the first year who will shadow Danielle Cracknell
Wates will tailor our service to the specific needs of Stevenage residents through the implementation of a jointly agreed communications plan
Proactively engage with the resident groups around Stevenage
Deliver an introductory letter to each resident
1:1resident appointments with RLOs. RLOs will distribute and guide residents through “12 Steps” booklet
Offer residents electronic version of Information Pack
Open days will be held during mobilisation on the estate where work is taking place
RLO hold Leaseholder meetings, host extra evening/weekend discussions with leaseholders
Provide: <ul style="list-style-type: none"> • Electronic residents’ newsletter • Residents Portal and Social Media • Virtual Noticeboard
RLOs will engage with neighbouring freehold properties that are close to the works and invite neighbours to meetings, send the same introduction and pre-start letters, and hold individual meetings
“12 Steps Booklet” developed for each individual block
Value Engineering Workshop at the end of year one and following years 2-5
KPI’S: Key areas for continuous improvements and suggested improvements <ul style="list-style-type: none"> • Year 3- Aim to achieve 100% resident satisfaction • Year 4 & 5- ensure desired improvements have been achieved in 3 & 4. Update/Measure/Share
Cost Certainty and Savings <ul style="list-style-type: none"> • Year 1- Wates and Contract 2 will agree a template for validation surveys • Reverting to Archetype model- in first 6 months of the contract, seek to revert from a SOR model back to an archetype model. Propose the creation of a standard NBS specification • Year 2- seek to improve buyers club • Year 3- Inflation and Brexit- Stevenage Buyers Club assess upcoming works and forward fund purchase materials • Year 4- enter fully open book process, review at end of year • Year 5- Review investment funds
Social value offer as detailed
Create a HUB based In the centre of Stevenage- creating a “walk-in” facility
At end of year Community Investment Manager will produce a Project Impact Report to highlight social impact
Apprenticeships- have 4 trade apprenticeships. Will begin recruiting for a new apprentice as existing apprentices near the end of their three years

Commitment
<p>Work experience</p> <ul style="list-style-type: none"> • Wates staff will deliver the Build yourself inside day, a two-hour workshop to students in Stevenage schools • Offer one work placement each year, providing a workplace 'buddy' for the student • Work with local schools to support career and employment events • Each of the 4 Stevenage managers will mentor a local student, meeting monthly
<p>Training</p> <ul style="list-style-type: none"> • Deliver building futures in areas SBC consider appropriate • Resident Liaison team will deliver a range of short courses, along with Wates Trade based supervisor
<p>Community Benefits</p> <ul style="list-style-type: none"> • Set up a community garden project for local residents • Volunteer project delivery members' for 16 hours per year • Ensure vacancies within team are filled with people living within the Stevenage Borough • VIY volunteering, to recruit students and provide mentors • Produce 10,000 copies, twice per year of Quids In! Magazine for SBC residents • Link in with SoStevenage partnership to assist with the 'Money, Money, Money' programme • Train members of staff in mental health
Electrical Compliance Manager, Paul Jackson 100% dedicated to the Stevenage Contract
Electrical Compliance Manager will put together an initial design and proposal to meet each site's needs
Weekly meetings to ensure all works on site are on time and to the correct specification
Temporary power in the form of a generator is available if necessary
Day of connections RLO, will be on site visiting properties
After connection, will test equipment before sign off. Electrical test certificate will be produced
All deliveries will be taken to site on a 'just in time' basis on smaller less intrusive vehicles
From issue of first years property list, allowed a 9 week period for scoping, pricing, design and programming of all of year 1 properties
Will prepare leaseholder packs and resident packs
<p>During 4 week pre commencement period</p> <ul style="list-style-type: none"> • Write introduction letters to each resident informing them of when work will commence, giving contact details. • Distribute Resident packs • Hold a resident meeting • Write to all neighbouring properties
Write to residents after 3 months of completion to ensure that there are no issues
Carry out a full check of works between 10 and 11 months following completion
A scaffolding coordinator will be appointed for the project to co0ordinate and manage all scaffolding operations
Scaffolding materials delivered avoiding peak pedestrian times
Ensure Heras fencing surrounds the base of the scaffold, preventing unauthorised access during works
Scaffold fitted with brick guards; fans above entrances; toe boards and debris netting

Commitment
Management arrangements for safeguarding members of the public on this project will be assessed via protection of the public plan- a live document, regularly reviewed during works
Ensure all working areas are kept clear of materials and plant and that materials delivered are stored safely
Before work commence visit Larwood School and Hampson Park Community Centre to speak to staff and Children about the works and dangers. 'Lonsdale Road Order'
Traffic management plan will be developed to assist in managing deliveries, coordinate deliveries out of school hours and busy periods
Prior to work Refurbishment and Demolition Asbestos surveys will be carried out by UKAS accredited consultancy
All operatives on site will be required to have UKATA or equivalent asbestos awareness. Emergency Personal Asbestos Kit (EPAK) box on site
Works planned each day by carrying out a Star Right briefing, all operatives must attend
Regular inspections of the work area and access routes. End of Day checklist to be completed
All domestic electrical works carried out by NICEIC qualified operatives. Lock off kits used
No work commences without approved Risk assessment and method statements in place
Gas flues, will use stop/go cards to indicate where it is safe to work. End of checks will include visual inspection of gas flues
Residents will be kept informed of any potential noisy activities in advance
Manual handling assessments will be carried out for any activities that pose a manual handling risk
Operatives will have received asbestos awareness training
Prior to excavating to the rear, use of Ground Penetrating Radar (GPR) scanning facility to plot any buried service 'Lonsdale Road Order'
Excavations will be visually checked at the start and end of every shift