



Dyfatty Flats Refurbishment – Transparency, Trust & Collaboration

6th April 2017

Village Hotel, Swansea



Geoff Wildman

Chair

**ADEILADU
ARBENIGRWYDD**
Clwb De Orllewin Cymru



**CONSTRUCTING
EXCELLENCE**
South West Wales Club



Dyfatty High Rise Flats Refurbishment

Transparency, Trust and Collaboration

Dyfatty High Rise Flats Refurbishment

Gareth Williams – Project Manager

Lucy Davies – Tenant Liaison Officer

***“to add value and provide complimentary services
and nurture long term relationships through
partnering and collaborative working”***

Interserve Mission Statement

Scope of Work

Extensive concrete repairs



New roof & parapet



Scope of Work

Rainscreen cladding

Aluminium windows & doors

New balustrades, resin floors & drainage to the balconies



Scope of Work

New entrance
porches



Scope of Works

Refurbishment of ground floor
storage area to accessible flats

Including drainage relocations
and shear wall alterations



Scope of Works

Asbestos removal & vent riser demolition



Kitchen, bathroom refurbishments and re-wiring to each flat



Scope of Works

Photovoltaic panels,
replacement of satellite
dishes and access control
system

New lighting and floor
covering to communal
areas



History

- **Procured on the South West Wales Regional Contractors Framework**
- **50:50, Financial: Quality**
- **Financial marked closest to mean**
- **CCoS's commitment to quality and best value not lowest cost**
- **Project awarded to Interserve on a 2 stage Design & Build from RIBA Stage 2**

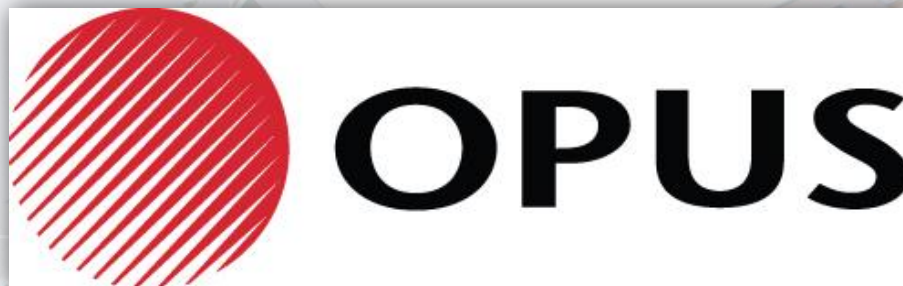
History

Project Initially Procured

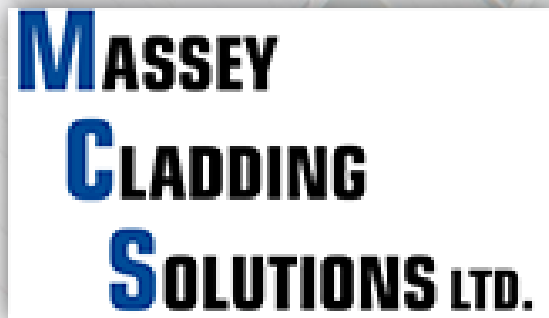
- Overcladding
- New roof
- New doors & windows
- Soil stack replacement
- Upgrade to communal area
- Extensive concrete repairs
- Internal refurbishment
- Optimise value
- Minimise disruption to tenants



Design Team



Supply Chain



aluminium windows & shopfronts ltd

specialists in the fabrication of:
entrance doors, screens & windows
single & double glazed units
curtain waling
roller shutter doors
security grills

Carbo Plates

Opus International - Betonbauen

Cost Neutral

Less disruption – no bolt holes



Window 'Pod' Detail

- Detailing of interface to eliminate water ingress identified early as a risk
- Window flashing detail moved from the cladding package to window package
- Recess in frame detailed with the 'pod' slotting into it provided robust detail



Perimeter Drainage

- Originally, the drainage surrounding the towers was specified for repair
- In meetings with the Housing Department, several thousand pounds a year was spent unblocking the drains
- Collectively agreed to replace the drainage to reduce whole life costs

Works Within Flats

- Extensive workshops with Council Operational Services and refurbishment contractors
- Design and specification developed to maximise value from a fixed budget
- Whole life costs and reliability considered on specifying products



Community Engagement

What did the residents want?

- Demolition of disused garages
- Area for gardening
- Scenic woodland path



Programme

Some activities – top down

- Demolition of redundant risers

Some activities – bottom up

- Replacement of soil & vent pipes

Programme

Work Within Flats

Visit 1

- Removal of riser
- Making good works

Visit 2

- Concrete repairs
- Window & balcony door installation

Visit 3

- Kitchen & bathroom refurbishment
- Electrical re-wiring
- Internal insulation works



Access Into Flats



Liaison Strategy

Bespoke strategy developed with Procurement and Housing Departments

Diverse groups of tenants

Community meetings and open house

Individual visits prior to works commencing

- **What, when, how long, what effect?**
- **Assessing tenants needs and lifestyles**
- **Individual disability assessments**

Liaison Strategy

- Time taken in getting to know the tenants
- Relationships built on mutual respect
- Non judgmental
- Trust and openness
- Understanding of unacceptable behaviour and hazards



Liaison Strategy

Tenant Needs

- Ill health
- Anxiety issues
- Mental health
- Learning difficulties
- Hoarders
- Awareness of addiction issues

Great deal of flexibility required

Liaison Strategy

Plan Ahead

- Regular meetings with Housing Office, anti-social behaviour unit, carers
- Decants required
- Moving tenants into flats that had already been renovated

Liaison Strategy

**Through getting to know the tenants:
- not one-off visits – building a relationship**

- Managed to gain access to all 120 flats
- Signposting to services and support groups
- Championed social inclusion

Respite flat

Working In a Live Environment

Not an easy environment to work in

Resident and workforce health & safety paramount

Compound planned to segregate construction activities from residents as much as possible

Unique site induction

- **Including diversity training**
- **Two person visits**
- **Needle awareness**
- **Incident reporting**

Co-operation and Openness

- **Communicated our aspirations for collaborative working**
- **Subcontractors made aware of nature of environment**
- **Adversarial relationships avoided**
- **Culture of being helpful**
- **Fostered enjoyable atmosphere**
- **No barriers approach**
 - **Issues dealt with on a 'who's best placed to solve' rather than 'who's responsible'**
 - **Issues openly discussed**
 - **What can we do better?**

Community Benefits

Bringing people back into the workplace

- Employed two cleaners
- Two assistant liaison officers
- Subcontractor vacancies
- Work experience opportunities

Worked with the Council's 'Beyond Bricks and Mortar' employment initiative

Training and encouragement vital

Work – worthwhile and rewarding

Successes



Interserve at Matthew Street Flats, Swansea



Providing employable skills to a long term unemployed candidate that came to us from Beyond Bricks & Mortar

As part of our work to refurbish High rise flats at Matthew Street, Swansea, Interserve made a commitment to employ and train people that faced barriers when returning to the work place.

Laurence Markham was introduced to us through Beyond Bricks and Mortar and identified as a candidate with enthusiasm to learn and progress.

Lucy devised a training programme for Laurence and after shadowing Lucy for several weeks, he soon gained the confidence and knowledge to go out and liaise with the residents himself, and became popular with the residents. He could take the initiative himself when faced with sensitive situations, becoming a valued member of our site team.

"It was both exciting and rewarding to watch Laurence develop and grow into his job role". **Lucy Davies, Contract services**

Laurence Markham said, "It was great being in an environment where I could learn, ask as many questions as I wanted, and felt like I was doing something really worthwhile. I was really made to feel part of the team".

Encouraging people to be better

Education, experience, support

Learn something new every day



Training

Over 500 apprentice weeks

Shared apprentices with Cyfle

On the job training

Encouraged training – worked with West Wales Skills Academy

- Safety
- Supervisor
- Leadership and Management
- NVQ

Ysgol Crug Glas



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Email: crug.glasspecial@swansea-edunet.gov.uk
Head teacher: Ms Lisa Marshall

11/4/16

Dear Ian,
Thank you so much for the wonderful painting and decorating work that your team completed for us at Crug Glas.
The pupils and staff love the new colour scheme and our school is looking fresh and bright once again.
We hope you can join us on Wednesday morning 13th April for a coffee and bacon roll in our 6th form café to say thank you in person.
We hope that we can work with you again on future community projects.

Best wishes

Lisa



Project Successes

- **Team building**
- **Consultative design**
- **Construction**
- **Community engagement**
- **Bettering lives**
- **Bringing people back to work**
- **Widespread training**

Project Successes

- **More pleasant place to live**
- **Enriched lives**
- **Positive feedback from tenants**
- **Increased thermal performance of the buildings**
- **Accessed all 120 flats**
- **No delay notice served**
- **Completed 14 weeks ahead of programme**
- **Created a winning team that collectively achieved an outcome that couldn't have been achieved by one organisation**

Questions...