

EZ Delivery Plan

Project Initiation Document (PID)

Project Name:	Royal Docks PLACE Improvements Phase 1 works
Project Reference:	TBC
Work Area:	Place
Priority Rank:	Varies across package with grade of intervention
Project Manager:	Jon Tighe

DESCRIPTION

The Mayor of London and Mayor of Newham are committed to the regeneration of the Royal Docks and in the Summer of 2017 established a joint Royal Docks Team to guide development of the Enterprise Zone and wider area. It will include an extensive programme of investment and regeneration to ensure the Royal Docks' extraordinary potential is maximised. Working with key development partners and other strategic stakeholders, the Royal Docks Team will accelerate the delivery of commercial space and homes and activate underused and vacant sites - creating more cohesive, liveable places and ensuring robust, high quality development and highly skilled jobs.

The public realm objective is to transform the Royal Docks into a modern 'Great Estate' for London; by creating a platform for growth, investment and activation. Investing in spaces for people and improving the public realm in a way that reflects the area's unique landscape and heritage.

An Overarching Place Strategy will ultimately determine the scale and type of public realm works to take place over the Delivery plan period across this area.

Whilst the Overarching Place Strategy is developed (2018-2019), a series of 'early wins' will be delivered which are referred to as Royal Docks PLACE Improvements Phase 1 works. These works are on public areas around and near three key development sites by 2020. These sites are a critical source of business rate income for the Enterprise Zone. They will deliver immediate improvements to priority routes and the public realm, complementing and supporting development at Royal Albert Dock, Silvertown Quays and Royal Victoria Dock.

The Royal Docks PLACE Improvements Phase 1 works should be cohesive with the Royal Docks long-term strategies, setting up positive new spatial arrangements that will precede the larger scale projects.

Plan of areas of work:



DELIVERY PLAN OBJECTIVE(S)

The Outputs of the project will respond to the following Overarching Delivery Plan Objectives:

- **Place** - Transform the quality of place through a “Great Estate” approach, building on the Royal Docks unique landscape and heritage

The Outputs of the project will respond specifically to the following PLACE Objectives:

- **Transform Royal Docks from ‘big water’ into a usable asset**

The primary aim is to facilitate and support the development and gateway sites to the Royal Docks. Building on the existing footfall this will allow for dissemination across the wider project areas.

- Providing new public spaces between the development sites to tie-in emerging places where pedestrian infrastructure and the quality of urban realm is currently lacking.
- Enabling activation of the public realm through interim uses & events and providing access to economic activity and local amenities.
- Contribute to a positive perception and experience, to the benefit of the local community and wider area in the creation of active routes and spaces attracting new homes, jobs and businesses (in accordance with the Mayor’s Good Growth principles for sustainable and inclusive places)

OUTPUT / DELIVERABLES

The deliverables of the PID will be completed public realm works and sites made useable and viable for events and activation at;

- Royal Victoria Gateway
- Silvertown and surrounds
- ABP and surrounds
- North Woolwich Road early wins

SCOPE

Inclusions

The Delivery Team will undertake the following activities as part of this work scope:

- Due Diligence – Technical surveys / Title review
- Brief Development – Opportunities and Constraints analysis + define scope
- Concept Design including, Stakeholder Engagement
- Stakeholder Consultation materials / Participation
- Technical Design including, Engineering / Planning
- Procurement and Contract completion
- Physical upgrade works and maintenance/management requirements

Royal Victoria Gateway works

	Timescale	Works item	Quantity / area	Land ownership	Design req?	Supplementary info
1.1	Crystal Area					
1.1.1	March 2019	Upgrade streetlighting to LED and refurbish light columns	25	GLAP		Materials palette
1.1.2	Jan 2019	Install new benches (replace existing)	8	GLAP		Materials palette

1.1.3	May 2019	New planters with seating (to match dockside road hotels)	8	GLAP		492-LP-DIS-FURNITURE
1.1.4	Jan 2019	Repair works and painting dock edge railing	190m	GLAP		
1.1.5	April 2019	Re-landscape Crystal garden to provide event space, re-aligned paths and frontage to new flyunder space and replanting of wildflower areas around Crystal Garden	5,400m2	GLAP	YES	Feasibility report
1.1.6	April 2019	Enabling works to Silvertown flyunder) to be confirmed by separate architect project	5,600m2	GLAP	YES	Feasibility report
1.1.7	Jan 2019	Repair works and deep cleaning to paving (repave around HVM)	400m2	GLAP		
1.1.8	Jan 2019	Repair works to existing compacted gravel paths	1100m2	GLAP		
1.1.9	April 2019	Bollard consolidation around Crystal building. New HVM scheme design and implementation	Audit	GLAP	YES	Crystal Hostile Vehicle consolidation proposal
1.1.10	April 2019	Drinking fountain to dock edge path (audit of water supply required)	1	GLAP		Atlantida drinking fountain
1.2	Corniche Land					
1.2.1	March 2019	Upgrade streetlighting to LED and refurbish light columns	audit	RODMA / ExCel		Materials palette
1.2.2	Jan 2019	Install new benches (replace existing)	audit	RODMA		Materials palette
1.2.3	Jan 2019	Install new bins (replace existing)	audit	RODMA		Materials palette
1.2.4	Jan 2019	Repair works and deep cleaning to paving	6,300m2	RODMA		
1.2.5	Jan 2019	Repair works and painting dock edge railing	200m	RODMA		
1.2.6	Jan 2019	Repair tree pits	audit	RODMA		Materials palette
1.2.7	Jan 2019	Repair water gullies to steps	m	RODMA		
1.2.8	Jan 2019	Re-paint step hazard lines	290m	RODMA		
1.2.9	March 2019	Drinking fountain to dock edge path (audit of water supply required)	1	RODMA		Atlantida drinking fountain
Silvertown Supporting works						
	Timescale	Works item	Quantity / area	Land ownership	Design req?	Supplementary info
2.1	Royal Victoria Bridge					

2.1.1	9 th December 2018	Signage and interpretation panel upgrades (ground & bridge level)	3	RODMA		
2.1.2	9 th December 2018	New signage to lift doors	2	RODMA		
2.1.3	9 th December 2018	Removal of graffiti and re-painting		RODMA		
2.1.4	9 th December 2018	New benches	2	RODMA		Materials palette
2.1.5	9 th December 2018	New bins	2	RODMA		Materials palette
2.1.6	9 th December 2018	Replace deck boards and handrails, sand and varnish	~820m2	RODMA		
2.1.7	9 th December 2018	Repair roofing at ground level bridge points		RODMA		
2.1.8	9 th December 2018	Upgrade streetlighting to LED and refurbish light columns	audit	RODMA		
2.1.9	9 th December 2018	Re-paint step hazard lines	audit	RODMA		
2.1.10	9 th December 2018	Wayfinding signage on Dolphin with SS Robin		RODMA		
2.1.11	9 th December 2018	Drinking fountain to ground level ExCel side		RODMA		Atlantida drinking fountain
2.1.12	9 th December 2018	Move & create compound for Sunborn skip		ExCe I/ Sunborn		
2.2	Royal Victoria Bridge to Royal Wharf (Mill Road)					
2.2.1	9 th December 2018	Branded hoarding to Silvertown development plot fencing	200m	GLAP/Lendlease		
2.2.2	9 th December 2018	Vegetation clearance silvertown boundary	~5,370m2	GLAP/Lendlease		
2.2.3	9 th December 2018	Upgrade streetlighting to LED and refurbish light columns	audit	Newham Council		Materials palette
2.2.4	9 th December 2018	Repair works and deep cleaning to paving and road	5,300m2	Newham Council		
2.2.5	9 th December 2018	Landscaping Raleigh road roundabout	230m2	Newham Council	YES	

2.2.6	9 th December 2018	Upgrade dock edge lighting and refurbish light columns	audit	Britannia Village		Materials palette
2.2.7	9 th December 2018	Repair works and deep cleaning to dock edge paving	2,400m2	Britannia Village		
2.2.8	9 th December 2018	Repair works and painting dock edge railing	120m	Britannia Village		
2.2.9	9 th December 2018	Install new benches	4	Britannia Village		Materials palette
2.2.10	9 th December 2018	Install new bins	2	Britannia Village		Materials palette
2.2.11	9 th December 2018	Install new planter seats Victoria parade	4	Britannia Village		492-LP-DIS-FURNITURE
2.2.12	9 th December 2018	Path improvements end of Raleigh road to dock edge	435m2	Britannia Village		
2.3	Enabling works Silvertown					
2.3.1	May 2019	Enabling works Silvertown Square (to include groundworks levelling, dock edge fencing, hoarding, safe site access routes and utility supply)		GLAP/Lendlease		Feasibility report
2.3.2	May 2019	Silvertown Square site event H&S surveys, egress/ingress surveys, license application, transport capacity modelling, noise management plan		GLAP/Lendlease	YES	
2.3.3	May 2019	Enabling works Mills Square (to include groundworks levelling, fencing, hoarding, and utility supply)		GLAP/Lendlease		Feasibility report
2.3.4	May 2019	Enabling works Mills groundfloor (to include H&S surveys, egress/ingress survey and utility supply)		GLAP/Lendlease		Feasibility report
2.3.5	May 2019	Enabling works Charles street plots (to include groundworks levelling, fencing repair & hoarding)		GLAP/Lendlease		Feasibility report

2.3.6	May 2019	Investigate & design public route through site from Mill road to Pontoon Dock DLR and from Connaught Bridge to Pontoon Dock DLR	~900m	GLAP/Lendlease	YES	
2.3.7	May 2019	Investigate & design floating pedestrian bridge across Pontoon Dock from Silvertown Square to Mills Square	100m	GLAP/Lendlease	YES	

ABP Supporting works

	Timescale	Works item	Quantity / area	Land ownership	Design req?	Supplementary info
3.1	Royal Albert Way					
3.1.1	Jan 2019	Improved highways signage on Royal Albert Way		Newham Council		
3.1.2	Jan 2019	Repair works and deep cleaning to paving/road		Newham Council		
3.1.3	Jan 2019	Vegetation clearance and tidy roadside		Newham Council		
3.1.4	May 2019	Royal Albert Roundabout landscaping and relocation of Polo statue by Building 1000 from Dockside lawn		Newham Council	YES	
3.1.5	Feb 2019	Maintenance and repairs to pedestrian bridge crossing over Royal Albert Way (to include LED streetlight upgrades, paving repair, tree pruning, vegetation clearance and removable entrance bollards)		Newham Council		Materials palette
3.2	DLR stations & surrounds					
3.2.1	April 2019	Signage to Royal Albert Dock (ABP & UEL) on pedestrian flyovers		DLR/TFL		
3.2.2	April 2019	Re-landscaping on north side of Beckton Park DLR station	2,140m2	Newham Council	YES	
3.2.3	June 2019	Enabling works W5A plot (to include groundworks levelling and utility supply)	22,800m2	GLAP	YES	Feasibility report

3.4	Dockside Road					
3.4.1	Jan 2019	Repair works and deep cleaning to paving & road	5,230m2	GLAP		
3.4.2	March 2019	Landscaping to Regatta centre hedge-fence line	180m	Royal Docks Adventure	YES	
3.4.3	May 2019	Planter seats to missing hotel area on Dockside road	3	Multiple hotel owners	YES	492-LP-DIS-FURNITURE
3.4.4	May 2019	Path & light column repairs, bollard upgrades and fence line replacement to western Excel end	audit	Excel		Materials palette
3.4.5	March 2019	Zebra crossing posts and coordination on western end	4 crossings	GLAP		
3.4.6	March 2019	LED street light upgrades and refurbish light columns Dockside road	audit	GLAP		Materials palette
3.4.7	March 2019	LED street light upgrades and refurbish light columns Compressor House	15	ABP		Materials palette
3.4.8	May 2019	Planter seats lining entrance to Building 1000	8	GLAP		492-LP-DIS-FURNITURE
3.4.9	March 2019	Drinking fountain feasibility report - map locations	1	GLAP		Atlantida drinking fountain
3.5	Dock path frontage					
3.5.1	Jan 2019	Repair works and deep cleaning to paving	5,350m2	RODMA / GLAP		
3.5.2	May 2019	Path repair works, deep cleaning and opening up of Dock edge path in front of ABP (from Building 1000 to Sir Redgrave bridge) - new dock railing (to match existing), life rings, dock ladder provision, CCTV and end gates	5,350m2	GLAP		
3.5.3	Jan 2019	Repair tree pits	8	RODMA		Materials palette
3.5.4	March 2019	LED street light upgrades and refurbish light columns	audit	RODMA / GLAP		Materials palette
3.5.5	Jan 2019	Install new benches	8	RODMA / GLAP		Materials palette
3.5.6	May 2019	Install planter seats	4	RODMA / GLAP		492-LP-DIS-FURNITURE

3.5.7	Jan 2019	Repair works dock edge railing	1,100m	RODMA / GLAP		
3.6	Connaught Bridge area					
3.6.1	Jan 2019	Repair works and deep cleaning to paving	11,780m2	RODMA		
3.6.2	March 2019	LED street light upgrades and refurbish light columns	audit	RODMA / Newham		Materials palette
3.6.3	March 2019	Repair connaught bridge and pedestrian bridge uplights	audit	RODMA		
3.6.4	Jan 2019	Install new benches	8	RODMA		Materials palette
3.6.5	Jan 2019	Install new bins	6	RODMA		Materials palette
3.6.6	March 2019	Landcaping to grass areas north & south side (wildflower meadows)	~1250m2	RODMA		
3.6.7	Jan 2019	Dock edge railing repair	265m	RODMA		
3.6.8	March 2019	Removal of hoarding on south side (inc gates)	150m	RODMA		

North Woolwich Road

	Timescale	Works item	Quantity / area	Land ownership	Design req?	Supplementary info
4.1	Land Around Silver Building					
4.1.1	March 2019	Soft landscaping in existing planters around DLR columns	~240m2	Mill Co		
4.1.2		Improve boundary treatment around Silver Building front forecourt: remove crash barriers, herris fencing and replace with new boundary treatment in consultation with the Silver Building/Mill Co	120m	Mill Co		
4.1.3	May 2019	Re-landscaping grass area eastern end of road	2,780m2	?	YES	
4.2	Pontoon Dock Area					
4.2.1	Jan 2019	Obtain all relevant licensing from Newham Council for highways works				
4.2.2	Jan 2019	Carry out and assess utilities surveys of landscaped bund area fronting V22	~6,400m2	Newham		
4.2.3	April 2019	Clear shrubs and low vegetation from the landscaped bund, leaving trees behind	~6,400m2	Newham		

4.2.4	April 2019	Remove duplicated light columns and repair remaining		Newham		
4.2.5	April 2019	Clear vegetation from Charles Street plots	~2,800m2	Lendlease		

Dock wide

	Timescale	Works item	Quantity / area	Land ownership	Design req?	Supplementary info
5.1	Dock edge walls					
5.1.1	March 2019	De-weed and jet wash to all dock walls	audit	RODMA		
5.2	Dock edge paths					
5.2.1	Jan 2019	Continuation of deep clean of pavements (using machinery as listed in other focus areas)	audit	Multiple		

Exclusions

The following work is excluded from this commission:

- Site acquisition or land assembly
- Activation – programme of events and activity to support the use of public and open space – To be covered through Activation PIDs
- Marketing and promotions
- Revenue for activation

Assumptions

- Decision required on current uses in the area – Wake Up Docklands, Nakhon Thai restaurant, access to the Waterfront Studios business centre and residential areas, and other required facilities, Siemens Crystal
- Development of a Dock wide Masterplan that assesses the phasing and budget requirements prior to progressing individual projects
- Procurement and contracting will be through existing TFL frameworks and LOHAC contractors
- Works on stakeholder land will not be constrained by State Aid rules
- Cabinet and MD approval will commence the detailed design

Risks / Constraints / Dependencies

- State aid compliance – many of the works are on third party land and state aid compliance will need to be fully approved and signed off by TFL legal prior to submitting physical works DD
- Services/Utilities – existing underground utilities presenting technical difficulties in delivery
- Costs – UXO / Contamination – existing conditions and associated abnormal costs
- Coordination with TfL on access and construction below the “Emirates Air Line”
- Stakeholder support including residential
- Long term maintenance
- Interdependency with following projects:
 - Place Projects – ‘Place Strategy’. ‘North Woolwich Road’, ‘Custom House to North Woolwich Road’
 - Activity on water

STAKEHOLDERS

Consultees

London Borough of Newham:

- **Newham Property** – *Project land ownership scope/extents and related to transfers and/or development opportunities enabled as required;*
- **Newham Planning** – *Planning consents and related approvals from associated schemes*
- **Newham Design Review Panel** – *Scheme Design Review and critical input;*
- **Newham Community Neighbourhoods Team**– *Community Engagement and statutory consultation;*
- **Newham Parks and Leisure** – *Initiatives to promote use and programme open space, amenities and proposed open space including Carlsberg/Tetley, Silvertown Landing site (proposed 'lock park');*
- **Newham Physical and Economic Regeneration Teams** – *Initiatives to programme and promote and sustain the use of public space the employment uses.*
- **Newham Highways (links to the Royal Vic Gateway)**

Greater London Authority:

- **GLA Regeneration** – *aligned to 'Good Growth' promotion and funding opportunities;*
- **GLA Mayoral Design Advisory Group**

Transport for London:

- **Planning Team** – *coordination with related approvals from associated schemes;*
- **Surface Transport** – *aligned to 'Healthy Streets' Agenda*
- **Buses** – *coordination with services planning*
- **DLR** – *coordination with station access upgrade planning*
- **Emirates Airline** – *coordination with services*
- **Legal/Procurement** – *state aid compliance. LOHAC engagement*

External Stakeholders:

- **Developers and landowners** (*permissions, licences and property incl. operational uses*);
- **Local Residents and Community Groups** – (*incl. Britannia Village Residents Group,*)
- **Occupiers and local businesses** (*operational requirements*) - Waterfront Studios Business Centre, Wake up Docklands, Hotels/shops adjacent to Royal Victoria Square and along Western Gateway, The Good Hotel (Floating Business), Siemens Crystal, Nakhon Thai, Royal Docks Adventure,
- **Utilities and Networks** – *coordination of investment timescales and providing certainty about new connections and existing supplies to be re-routed.*
- **Statutory Authorities** – *Environment Agency*

Participants in the decision-making process

- Royal Docks Delivery Team
- The LEAP / GLA governance – Royal Docks EZ Programme Board and Advisory Board
- Newham Members – Cabinet Approvals
- Newham Planning – Planning Permissions and Statutory Consultation
- RODMA
- ABP

- TFL / DLR

PROGRAMME & MILESTONES

- **Duration:** 18 months
- **Start Date:** Sept 2018
- **End Date:** March 2020

Programme Chart

Project Milestones	2018	2019	2020	2021	2022	Post 2022
Project Approval	Q3					
Design	Q3					
Procure	Q3					
Start	Q4					
Completion		Q3				

RESOURCES

Potential Staffing Requirements

The following resources will be required to provide input into this work: -

- Royal Docks Team:
 - Project Lead working 3 days per week
- External GLA Family Support:
 - Legal ad-hoc
 - Procurement 5 days
 - Finance ad-hoc
- External Consultant Support:
 - Project Management of entire project

BUDGET

Costs

Stage 1 Project Management Delivery Costs: **£400,000**

- **Revenue Expenditure: £400,000**

Stage 1 Delivery costs: **£4,400,000**

- **Capital Expenditure: £4,400,000**

Project Activities	Revenue (£)	Capital (£)	Total (£)
Royal Albert Dock	£0.00	£900,000	£900,000
Silvertown Quays	£0.00	£2,800,000	£2,800,000
Royal Victoria Dock	£0.00	£700,000	£700,000
Project support	£0.00	£0.00	£0.00
Totals	£0.00	£4,400,000	£4,400,000

Cost Assumptions:

- based upon benchmarking against early public realm improvement works
- Contingency included at 15%
- Professional Fees at 12.5%
- Inflation at 3.6% per annum
- Project management fees based on TFL Procurement estimate;

Role	Days	Rate	Total
PM Principal Consultant	230	£725	£166,750
PM Junior Consultant	230	£325	£74,750
QS Senior Consultant	120	£545	£65,400
HSE Advisor	30	£545	£16,350
Landscape Architect	30	£725	£21,750
Contingency			£55,000
			£400,000

Cash Flow:

Cash Flow	2018	2019	2020	2021	2022	Post 2022
Revenue	£150,000	£250,000	£0	£0	£0	
CAPEX	£300,000	£4,100,000	£0	£0	£0	
Total	£450,000	£4,350,000	£0	£0	£0	

Funding

The funding for this will be primarily from The Delivery Plan budget.

- Secured Funding: £4.8m

Wider Potential Funding (amount and sources):

- n/a

Revenue Generation

- Project is unlikely to directly generate income to the Delivery Plan Budget
- Indirect revenue potential from Activation on transformed public spaces.
- Amount: £n/a

Outstanding Cost

Outstanding Project Delivery Cost: **£0**

PROCUREMENT / DELIVERY STRATEGY

A project management consultant will be procured to provide PM, quantity surveyor, landscape design and other relevant technical skills to bring forward early investment in upgrading the public realm in the Royal Docks.

The Project Management consultants will be appointed through an Invitation to Tender on the TfL Professional Services Framework. The PM will;

- Produce a report indicating the likely costs associated with the works and services listed in the Project outline, to include:
- Condition Surveys – survey inspections to be undertaken to identify disrepair and defects at each of the sites to inform the development of the scope of works. Given that works are to be undertaken at the sites a schedule of condition is not required prior to works
- Audit – survey inspections to be undertaken to identify specific quantity of existing assets requiring upgrade or replacement
- Review existing 'Enabling works feasibility study' and progress to tenderable document with detailed breakdown of costs and timescales
- Landscape architect design work to highlighted areas in the Package outline. The recommendations and designs that conclude this work must also include documents that can be priced by the contractor. Areas to include;
 - The Crystal Garden & Flyunder
 - Raleigh road roundabout
 - Royal Albert roundabout
 - Northern exit of Beckton Park roundabout
 - Public walkway through Silvertown and floating bridge path
- Understanding of the long-term ambitions of the Royal Docks EZ; the early wins works should support and enable the Royal Docks Team's Delivery Plan
- Advising on and facilitating stakeholder engagement and securing relevant licenses from separate landowners
- Working with TFL legal and relevant GLA teams to ensure that proposed works are state aid compliant
- Preparing and submitting the relevant Planning applications for areas of work that require this
- Obtaining all necessary consents and permits to facilitate the works, including all statutory requirements (Building Control, Newham Highways, Thames water, UKPN, TFL)
- Obtaining all necessary consents and licenses from stakeholder's to facilitate the works
- Producing asset life cycle costs and management plans for proposed improvements and works
- Prepare and produce the Works Specification for sign off by the Royal Docks team
- Engage the contractor including:
- Providing a strategy for engagement with the LoHAC contractor including highlighted risks and opportunities for added value specific to the Royal Docks, in consultation with TfL procurement staff
- Negotiating a contract price with the LoHAC contractor on behalf of the Royal Docks team based on the contractor's LoHAC contractual schedule of rates and the Works Specification, you will have produced, ensuring that project outlines are clear, measurable and deliverable.
- Providing an engagement report to the Royal Docks team to include the pricing schedule, milestones, KPIs and recommendations
- Contract Administration and management
- Acting as Principal Designer

- Provision of CDM services/advisor
- Project manage the LoHAC contractor from start up to completion including the provision of risk monitoring and a completion report
- Design quality monitoring throughout the delivery process with benchmarking and regular site supervision carried out by a landscape architect and supported by the Royal Docks Team
- Maintain the Project Health and Safety file to be handed over to the Royal Docks Team in hard and electronic form
- Sign off invoices for works carried out by the contractor
- Attend regular progress meetings with the client
- Attend stakeholder meetings where necessary
- Provide a programme for the scope of works, prioritising urgent works highlighted by the Royal Docks team and ensuring contractor meets target deadlines. It is estimated that the programme of works will roughly follow;

GOVERNANCE REQUIREMENTS

- Royal Docks EZ Programme Board – Presentations, reporting and monitoring
- Royal Docks Advisory Board – Presentations, updates and consultation
- Royal Docks Officers Group – Project updates
- Project Board – Project reporting, scrutiny and monitoring
- Project Team – Project delivery team
- Project Working Group – Membership to include key technical project stakeholders
- Project Approvals – Internal approval process

POLICY CONSIDERATIONS

Development of Project will consider the following policy documents as a minimum:

- Relevant LB Newham and Mayor of London Policies:
 - London Plan
 - Mayor of London's Good Growth Principles
 - Newham Local Plan Draft for Submission
 - Royal Docks and Beckton Waterfront OAPF London SPG
 - Mayor's Transport Strategy
 - TfL Healthy Streets
 - Royal Docks – Local Transport Access Design Guidance
 - Royal Docks Public Realm Materials and Elements Palette
 - TfL Streetscape Design Guidance

MEASURES OF SUCCESS

Key Performance Indicators – Project and Commercial Management Services for Public Realm Improvements at the Royal Docks

Each month the Royal Docks team will collect data on the consultant's performance. Each metric will be scored from 1 to 5 using the scoring definition below;

Score	Scoring Definition
N/A	This activity is not applicable for this supplier
1	The supplier does not display any examples of good practice
2	The supplier displays some good practice but is generally poor in this area

3	The supplier is average/acceptable in this area
4	The supplier demonstrates good practice
5	The supplier excels in this element

KEY ELEMENT:	KPI
SAFETY & ENVIRONMENTAL	<ul style="list-style-type: none"> Supplier employees demonstrate Safety and Environmental knowledge and practice it as appropriate in their work Supplier provides a health & safety record for each month, including details of accidents and near misses Supplier oversees the work of contractors and ensures all necessary actions are taken to ensure that the work meets both client and statutory requirements
RELIABILITY / RESILIENCE / QUALITY	<ul style="list-style-type: none"> Supplier's ability to deliver at a good level over a sustained period Supplier's attitude is 'can-do' and they flex to our evolving requirements, given the nature of our work is not always predictable Supplier's delivery meets with customer / end user satisfaction Frequency of non-conformance / re-work due to errors or not meeting TfL's specification
INNOVATION	<ul style="list-style-type: none"> Does the supplier proactively come up with innovative new ideas or better ways of working for the Royal Docks team? Supplier receptivity to Royal Docks team innovative ideas Supplier support on implementing ideas
£ EFFICIENCY / VALUE FOR MONEY	<ul style="list-style-type: none"> Ability to deliver within budget / contract price Proactively delivering over and above the contract to generate value for the Royal Docks team
DELIVERY	<ul style="list-style-type: none"> Delivery on or within schedule / milestones met Visits site at least twice a week to monitor works taking place and provides photographic records of project progress to the client following each visit Ability to meet or exceed contractual obligations Provides evidence of regular progress meetings with contractors Is available to meet the client on request Ability to plan and forecast resources and logistics to meet the Royal Docks team specification Supplier's competency and capability in their delivery