



The façade of 52 Grosvenor Gardens

Client business case for health and safety

Client:	Grosvenor Ltd.
Contractor:	D Bastows Ltd.
H&S Consultant:	P A Safety Management Limited
Case Study Ref:	313
Project Number:	3021
Publication Date:	March 2008
Region:	London
Sector:	Commercial
Contract value:	£586,000
Project timescales:	September 2006 to March 2007
Themes:	Business case for Health & Safety and Small projects

The 52 Grosvenor Gardens project saw the refurbishment of an architecturally important site in central London. This Grade II listed building was constructed in 1927 and is one of the first steel frame structures in the UK. The contract sum was £586,000 but the project was brought in £11,000 under budget. This project demonstrates the business benefits of client involvement on a small project.

Benefits

The project was notable due to the approach of the client, Grosvenor Ltd, to health and safety. Grosvenor as a client is absolutely committed to driving health and safety performance on its projects and achieves this by instilling its approach to health and safety into its supply chain. Grosvenor incorporates clauses for health and safety into its contract documents and considers contractors' approach to health and safety during procurement.

- Under budget
- Zero accidents
- Project on time
- High CCS scores and no complaints
- Good quality

Key client actions

- Early involvement in the project
- Taking competent advice early
- Clear project specification
- Health & safety in construction contract
- Health and safety in pre-qualification process
- Setting core expectations of suppliers

About Grosvenor

Grosvenor is a commercial developer and landlord operating throughout the UK and Ireland. The Grosvenor property portfolio stock tends to be at the top of the end of market. The majority of its properties located within the Mayfair and Belgravia estates are either listed or in heritage areas. The Estate contains a mixture of residential, commercial and retail properties, all of which have tenants in situ.

The projects carried out by the Grosvenor Service Centre (GSC) project team at Grosvenor involve maintaining and updating both the internal areas and external fabric of the buildings and include elements such as redecoration, re-wiring, roof work, remedial repairs to facades, etc. Grosvenor projects do not contain purely decorative work. Typical project values for the GSC team range from £10,000 to £250,000 for internal works and £20,000 to £2.5m for external works.

Grosvenor ensures that all of its contractors have a health and safety philosophy embedded throughout the supply chain. Grosvenor, as client, is willing where applicable to pay a premium for this.

Safety is built into contract documents used on Grosvenor projects. Awareness of health and safety issues and adherence to the 'Grosvenor Way' are both considered during procurement.

Grosvenor places a great deal of emphasis on training of site operatives. It also requires all Grosvenor staff and staff employed by suppliers to have a CSCS health and safety card and ensure for example that both relevant client and supply side staff have competency on scaffolding as assessed by Construction Skills.

The 52 Grosvenor Gardens Project

Grosvenor recognised that 52 Grosvenor Gardens was in need of external refurbishment. In carrying out the work, Grosvenor recognised that it could raise the property value and the profile of the location.

The work consisted of:

- Cleaning the façades – this was in a public area with no access to the rear, which presented a difficulty in terms of operational logistics
- Structural repairs
- Stone cleaning and restoration
- Renewal of seven different styles of roofs including the main flat roof which is of significant size and contained numerous radio masts and M/E plant, etc.
- Specialist health and safety edge protection
- Upgrades to electrical cabling and plant
- Customer liaison with the tenants still in occupancy

What the client did

1. The client employed a health and safety professional who was engaged at a very early stage to drive the process. This health and safety consultant worked intensively with the project team and for the client team.
2. The clerk of works carried out audited site visits twice a week and the project manager a minimum of once a week to monitor activity and assess compliance with health and safety.
3. At the outset of the project, there was an in-depth assessment of potential health and safety issues and associated training plans put into place and delivered by the health and safety consultant. When the project begins on site, the extent of on-site health and safety monitoring is very much dependent on the size of the project. For the 52 Grosvenor Gardens project, the contractors carried out weekly formal monitoring sessions.
4. Grosvenor invested considerably in welfare facilities for contractors. This has included three permanent facilities, one of which was sited at the 52 Grosvenor Gardens site. The facilities were originally derelict buildings that Grosvenor had renovated. The welfare facilities contain good quality changing facilities, toilets and a café/internet station. The café area is used for staff training and inductions and toolbox talks. Staff are encouraged to use the computers to improve their IT skills or to take additional training modules and are also able to use the computers in their spare time for personal use.

5. The project also considered occupational health and environmental issues with bicycle rails set aside for site staff, a large quantity of water stations and suntan lotion dispensers available for use, and recycling of builder waste and materials.
6. Tenant liaison. Tenants at 52 Grosvenor Gardens were invited to submit any ideas and/or concerns via a comments box which was placed on site. This box could equally be used by operatives on the project to put forward their ideas. The project team also held two meet and greet sessions with tenants, one of which was formal and held at the outset of the project and was designed to introduce the project team to the stakeholders. At this time the tenants were taken on a walk around the site to explain the work that was going to take place. Furthermore, regular newsletters were produced and a notice board was placed at reception to display the contact details of the key members of the project team and to provide regular updates on the project's progress.

Grosvenor issued a fortnightly notification letter to the tenants which provided information about coming works. These communications encouraged the tenants to feed information back to the project team on their own schedules for the forthcoming weeks. This communication loop impacted heavily on what work was delivered; for instance, if a tenant had a meeting due to take place at a particular time, the team would look to restrict noisy works.

Client Benefits

- The impact of the approach driven by Grosvenor was demonstrated by the achievement of a score of 37 out of 40 on the site's Considerate Constructors' Scheme assessment, leading to the project winning a Silver Award. This is one of five such awards achieved by Grosvenor on small works contracts for 2006.
- The project was delivered under budget, on time and to good quality.
- Client reputation was maintained with our tenants and suppliers.
- No unwanted incidents or delays from enforcement activity.



The building was one of the first steel frame structures in the UK

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Constructing Excellence
in the Built Environment
Warwick House,
25 Buckingham Palace Road,
London SW1W 0PP

T 0845 605 5556 E helpdesk@constructingexcellence.org.uk
W www.constructingexcellence.org.uk



Tony Randall, GSC Project Manager
E Tony.Randall@grosvenor.com



P A Safety Management Limited