

# SERVICE *PLUS*

September 2011

It's all about being a great company  
that we're all proud to work for!



# SERVICEPLUS

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**As part of our mission to consistently Deliver Service Excellence on every project, we have implemented an initiative across all our construction sites called SERVICEPLUS**

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The scheme is designed to enhance our performance and appearance on customers' sites – to make them very special. The initiative is about paying attention to the smallest detail, performing our everyday tasks really well and always looking for ways to improve our service delivery.

Everyone at Strategic Team Group is invited and encouraged to make a contribution to the process by providing innovative ideas that make a real difference to our business and deliver enhanced outcomes for customers and users.

Over the following pages we have listed our current construction site Service Plus practices.

Site employees and subcontractors must adhere to these practices at all stages of the project...

...from pre-start to work in progress to post completion and handover.

New ideas will be added to the list as part of our policy of continuous improvement.



**Pre-start**

Number	SERVICEPLUS	Action required
1	Ensure that site managers are involved from the outset with the site layout, programme, use of subcontractors, quality requirements, H&S and other items particular to the site	Hand over meeting must be attended by regional operations manager, contracts manager, site manager, H&S advisor, QS, purchasing manager and the estimator who prepared the tender
2	Strategic Team Group branded drinking mugs to be available on site for use in site meetings with customers and their representatives	Site managers should keep several mugs (available from the Customer Care team)
3	Inform local neighbours and businesses close to the site about the commencement of building work and provide necessary contact details	Site manager in liaison with Customer Care team to ensure we do a mail drop and letter to local neighbours who will be affected by our work
4	Provide detailed specifications for subcontractors' roles and responsibilities e.g. who is to drill holes for plumbing?	Instructions to be provided at initial induction or pre-start meeting
5	Health and safety information file to be provided in corporate Strategic Team Group branded binder	H&S team to prepare in association with contract manager
6	Ensure we have the correct Strategic Team Group branded external signage installed	Contract and site managers to liaise with the business development team prior to ordering, to determine the most appropriate corporate identity for the site
7	Ensure we have three sets of visitors' PPE in a Strategic Team Group bag available on site	Contract and site managers to ensure they have available in site cabin
8	If we are building and/or refurbishing the site on behalf of 21c Properties – ensure we have reviewed the layout of the apartments and have maximised the living spaces and limited the communal areas	Review site plans with the architect and interior designer
9	Ensure that we have a finishings schedule at the start of the construction process	QS and buying team to ensure we have sorted with the architect or interior designer
10	Try to integrate LED lighting, solar PVs and Renewable Heat Initiatives into the design	Discuss advantages of renewable and energy efficient solutions with customer, architect and consultants
11	Include testimonials from satisfied customers in letter drops and publicity material to display before work commences – include hand-written letters, cards and photographs of work on similar projects	Business development team to provide information where appropriate
12	Ensure appropriate use of languages for the area – publicity flyers in English on one side, Urdu on other etc. Also large print/Braille versions for issue to nursing homes	Check with customer if printing or Braille version required

**Pre-start** (continued)

Number	SERVICEPLUS	Action required
13	Hold resident involvement events jointly with customer (before and during construction) – logos and appropriate pictures on display boards. Tell people what the plans are, the end result, any disruption and plans for mitigation, dates of consultation opportunities and invite feedback	Business development team to arrange with customer
14	Include plans to deal with local problems, e.g. graffiti and fly-tipping, as part of a contract at no extra cost. Invite suggestions from residents on what the local issues are. Estate walkabouts with tenants and local authority representatives to identify problems and areas we can help, e.g. refurbish a run-down play area, install benches etc.	Business development to work with customer and local groups to address these issues

**Work in progress**

Number	SERVICEPLUS	Action required
1	Plasterers to protect and wash down any surfaces damaged by plaster	Site manager to monitor and control plastering cleanliness
2	All painted surfaces receive a coating to full area of surface on every coat of paint	Site manager to monitor and control painting quality
3	Ensure that any exposed piping matches background finish or is left finished correctly	Discuss finishes to exposed copper and PV pipes with architect or interior designer
4	Ensure we maintain a clean and tidy site	All subcontractors to be responsible for cleaning up every day and not leaving their rubbish/waste/materials for someone else to move
5	Conduct an end of shift hand tool check (hammers, chisels, etc) to ensure they haven't been left behind	Avoids loss of valuable tools or potential injury to someone e.g. someone picking up a Stanley knife with the blade open
6	Final clean down before commencement of painting	Site manager to ensure areas of dust and dirt have been removed before painting commences
7	Top of door casings and under windowsills are painted	Painters to be informed at site induction Site manager to check the quality of workmanship
8	Employees and subcontractors use welfare facilities provided and don't use customer facilities unless stated	Highlight at site inductions
9	Site manager to receive a bonus/prize if the site receives 35 points or more with CCS	Business to award bonus or other suitable prize

**Work in progress** (continued)

Number	SERVICEPLUS	Action required
10	Final 15 minutes of every day allocated as a cleaning up period, house keeping etc...	Brief all site staff at induction stage. This will create a safer and cleaner environment with staff taking pride in workplace
11	Customer care team to get fully involved in site one week prior to completion and pay attention to detail on finishes. Support the site manager	Customer care manager will direct the necessary tradespersons to ensure all snagging work is complete before hand-over
12	Wash/mop down floor surfaces prior to applying finished floor coverings (vinyl, carpets, etc)	Site manager to ensure all areas are washed down prior to finished floor coverings being applied
13	Our image is clearly visible on all subcontractors PPE clothing	Sub-contractors are not allowed on our sites wearing other company branding, we will provide spare Strategic Team Group high visibility vests
14	All operatives including subcontractors to wear clean PPE	To be monitored and policed by site manager
15	Vans to be kept clean	Regularly cleaned by driver
16	Site cabin to be kept clean	Ongoing cleaning, site manager to be responsible for managing the site cabin
17	Regular meetings to be held with local residents as an opportunity to update on progress and inform of any upcoming disruption and allow residents to bring up any grievances	Have a designated member of staff as local residents' liaison contact. Distribute contact details prior to commencing on site
18	Ensure all slotted screw heads are finished with the slot vertical	Requisite tradesperson to be informed at site induction and this should be checked by site and customer care manager
19	Make sure up-to-date drawings are on site and checked with the drawing register or make available on 'STG VAULT'	Contract administrator/manager to ensure site drawings are the latest available
20	Make sure the up-to-date drawings (checked with the drawing register) are distributed to all subcontractors e.g. flooring, staircases etc	Contract administrator/manager to ensure site drawings are the latest available
21	Review the programme of works on a regular basis to see if there are any changes to be made that may affect the overall running	Site manager, contract manager and QS to review the programme of works and make any changes which may affect the programme. Training on how to modify this to be given to site managers to develop their IT skills
22	Ensure subcontractors clean up after themselves	Subcontractors to 'check out' with site manager after reviewing how they have left their working area

**Work in progress** (continued)

Number	SERVICEPLUS	Action required
23	For new residential homes use distinctive ironmongery on all door handles/hinges etc.	If not customers' choice, this could be a good buying negotiation for Strategic Team Group and should always be used if 21c Properties are selling the property
24	Boilers to be boxed in with sufficient access space for maintenance	Build into the design
25	Hot and cold taps are always set up correctly on individual taps	Hot to the left – Cold to the right
26	Doors hung to allow for carpet	Joiners to be made aware of floor covering
27	Minimise the number of joints when fitting skirting boards	Joiners to calculate the length of skirting required to reduce the number of joints
28	Carpet fitters ensure they don't damage skirtings	Site manager to emphasise at induction
29	Remove adhesive and decals from windows and frames on installation	Window fitters to be responsible for removing when installing – part of site managers induction
30	Carry out a 'PRE-COMPLETION' check list one week prior to completion	Customer care manager to instigate
31	A meeting with site managers to be held every three months to update on how we are performing, any changes, any news etc... they will then relay the information to site operatives	A senior manager or director to visit sites to carry out the update, this will also help with communication and feeding back ideas
32	Hold 'contractor surgeries' at local community centres, libraries etc. during works to answer questions/provide point of contact	Contract and site manager to attend meeting (discuss with customer at pre-start meeting)
33	DIY courses for residents – show how to change a light-bulb, washer etc. Investing in communities, helping people take care of their families etc. May reduce calls for reactive maintenance	Business development and customer care team to work together on delivering this initiative. We already have our top 10 tips list
34	Hold variety of events to engage people from diverse groups – open days for women interested in construction, the disabled, ex-offenders, construction students who haven't been able to get enough practical time on site etc.	Business development team and HR to work with customers on this initiative
35	Open a 'show house' to demonstrate how the new properties will look – attract people to the site (open at specific times, probably weekends or whenever site is not live) and create positive interest	Business development team work with interior designer and operations team – check with customer that they are ok with this initiative

**Work in progress** (continued)

Number	SERVICEPLUS	Action required
36	Provide clear information about who will visit tenants' properties and when – give names if possible – to reassure people and allay worries about bogus callers	Site manager to provide appropriate information at all stages

**Post completion**

Number	SERVICEPLUS	Action required
1	Handover Certificate to be filled in at handover	Customer care team to complete form and hand over a copy to the customer
2	Remove smoke alarm covers	Labourer to carry out and site manager check
3	The internal of the houses to smell fresh and welcoming on arrival	On completion of a room/property we install room air fresheners in strategic places
4	Ensure we have paint available to rectify any damaged painted surfaces once we have left site	Either leave customer with small pots of paint for touch-up around their property or ensure we have a detailed account of colours and specifications
5	Ensure we have fitted doors stops behind doors to prevent walls being damaged	Site manager to check if required
6	Ensure all cupboards and drawers to new units are clean	Customer care manager to check before cleaners leave site
7	Leave a bunch of flowers with a 'thank you' card if someone is moving into a new property or refurbished office	Provide flowers on commercial sites and to residents on housing projects
8	Check all light bulbs are working	Customer care manager to check
9	Provide a 'TOP TIPS' guide within the 'USER INFORMATION' pack	Customer care team to hand over to the customer/user
10	Ensure 'USER INFORMATION' pack includes all instructions on how to operate all appliances within the property. To be handed over with keys so information is available immediately	Pack to be collated, with simple instructions and handed over by customer care manager. Standard format pack available with Strategic Team Group corporate branding
11	Customer to complete 'CUSTOMER SATISFACTION SURVEY' form	Customer care manager to hand over form
12	Hand over keys with 'SERVICEPLUS KEY RING'	Customer care manager to hand over keys on 'Service Plus' key ring
13	Plant a native British tree in new build development gardens (if suitable)	Check with customer but this will add weight to our environmental statement

**Post completion** (continued)

Number	SERVICEPLUS	Action required
14	For new block of flats for the elderly people we will provide a wooden garden bench or seat in the communal garden with Strategic Team Group plaque (if suitable)	Check with customer - supply and fit wooden seat and plaque
15	Subcontractors must return to site to carry out any snagging that is associated with their work	Site and contract managers and QS to give instructions to subcontractors
16	Send the customer a post-contract performance quality document and request their views	Customer care team to ensure letter is sent after reviewing the project with the site and contract manager. Copy to be issued to HSQE manager
17	Offer incentives for return of customer feedback cards – shopping vouchers etc. to encourage response rates	Send out ‘thank you card’ with customer feedback form that details incentive – customer care team to instigate
18	Publicise comments and complaints and what action was taken as a result – show that it is worth responding to feedback forms. Include good news stories as well as people who complained and were happy with the response etc.	Business development team to provide information and circulate to customer
19	Encourage local people to accompany our team when visiting residents – this may include maintenance operatives or site managers etc.	Discuss with customer at pre-start meeting and agree with our customer care team – familiar faces from the area, popular members of tenants and residents’ groups help to put people at ease and may make them more open to the purpose of the visit