

Service Providers Proposals (SPP)

AC111 – Sullivan House Roof Replacement Works

(United Living “UL” Contract number: 20248)



City of Westminster



Version control

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1.0 Service Provider Proposals (SPP) – Overview

This Service Provider Proposal document details our strategy for delivering major works to Sullivan House. The detail includes; crucial work elements, including methodology, tailored communications plan, timescales, resource allocation, risk management, quality control procedures, specifications and cost proposals. The Sullivan House SPP has been developed from the following preceding documentation;

- Westminster City Council (WCC) Client Brief AC111 & Associated Documentation

Throughout the development of this SPP, we have refined our strategy for delivering the scheme. Detailed within are conclusions to form this proposal along with supporting information and justifications provided throughout.

1.1 Key Contributors

Following receipt of the pre-commencement order, United Living (UL) has assembled a team to support the production of information for this SPP. The contributors and their responsibilities for the development of the proposals are:

United Living Project Team

- Operations Manager
- Pre-Construction Manager
- Quantity Surveyor
- Contracts Manager
- Design Manager
- Resident Liaison Manager

Consultants to United Living

- Potter Raper Partnership - Principal Designer

Proposed Supply Chain

- Shine – asbestos R&D Surveys
- Bauder – Roof Specification
- Axe Roofing– Roofing Installation / Edge Protection
- GW Cootes - Scaffolding Design
- Tillbury – Scaffold Installation
- JW Gray – Lightning Protection

1.2 Third Parties and Community Stakeholders

Building Control

<https://www.westminster.gov.uk/building-control>

Contact: districtsurveyors@westminster.gov.uk
Telephone: 020 7641 6500 (9am to 5pm)
Emergency Telephone: 020 7641 6000

1.3 Project Summary

This project is a significant Roof replacement works for Sullivan House. The scope of works to be undertaken includes:

- Roof Replacement
- Tank Room Refurbishment
- Access – Scaffold and Hoist
- Edge protection
- Lightning Protection System
- Relocation; Existing Pipes, Cables and Services
- Concrete Repairs & Decoration

The 1 block associated with the project is:

- Sullivan House - SW1V 3BP

There are a total number of 60 units within Sullivan House and is a Grade II listed building situated in the Churchill Gardens Conservation area.

The works will impact Sullivan House residents as access to the main roof, top floor properties and a site compound will be required for the duration of the works.

Access scaffolding will be erected around the perimeter elevation of the block. UL will develop scaffold drawings at the mobilisation phase, and copies will be made available for review.

United Living will provide appropriate resident liaison services to ensure Sullivan House residents are supported throughout the project and minimise any inconvenience from the works.

1.4 Community Liaison

Sullivan House is a block in the Churchill Gardens State, which is in the Pimlico area of Westminster, London. The building is ten stories high and has three front entrances and stairways leading onto the communal balconies. There is one passenger lift servicing the building. The external walls are predominantly solid masonry, and the existing roof is a flat warm roof. There are two roof access hatches adjacent to the landing of each core.

The area repairs team identified the works. It was confirmed that there had been many historic repairs alongside top floor resident complaints regarding water ingress. The report in "Client Brief AC111, The moisture mapping survey in Appendix 2 shows that the existing insulation is wet and compromised. The survey report also in Appendix 2 identifies several areas of the roof that are failing or have already failed. On the existing asphalt there are signs of splits, large cracks and slumping on the asphalt. These defects are some of the contributing factors to the water ingress into the top floor properties. This justification is supported by a Bauder roof condition report undertaking core samples and investigation showing that the roof is in a poor condition.

The project aims to undertake an entire strip of the existing roof system and renewal with a flat warm roof system and associated works, tank room refurbishment works including the removal, raising and refixing of the existing steel doors & frames. United Living is named the recommended service provider to carry out this project's works.

2.0 Method Statement

United Living's proposals for the delivery of the Sullivan House major works programme are presented below.

2.1 Site Set-Up Plan

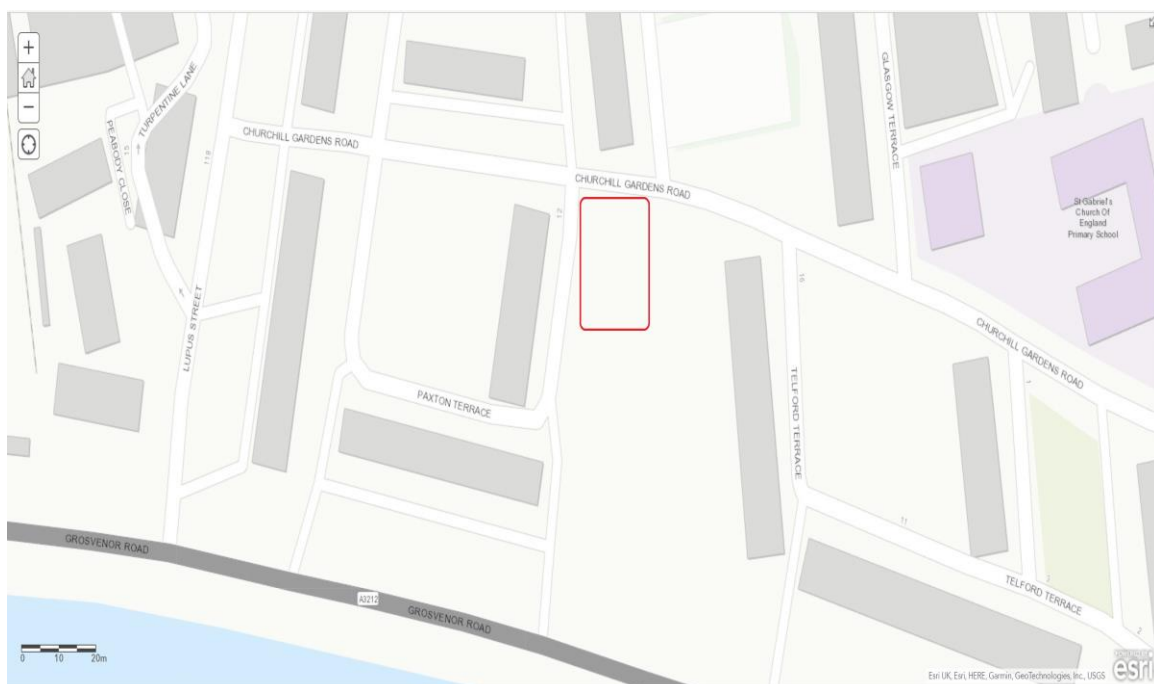
Subject to agreement with WCC, we propose to use the existing site office, welfare and storage accommodation Located next to Sheraton House for the duration of our programme The proposed site is accessible to vehicles from the estate entrance on Churchill Gardens Road via Lupus Street

The proposed temporary accommodation to be sited within the compound will consist of up to several containerised units designated as follows:

- Canteen / Drying Room
- Site Manager's Office
- Storage unit
- Toilet Block

A lockable waste skip may also be located within the site compound, and UL will secure the area with appropriate fencing or hoarding. A photographic precondition survey will be undertaken to capture the condition of the proposed site compound area and all distribution routes, including roadways, footpaths, entrances, communal areas, landings, stairways and gardens. UL will restore all locations to their original condition as works are completed.

(¹Site Set Up)



2.2 Material Deliveries and Distribution

Site deliveries will approach the site from Churchill Gardens Road via Lupus Street.

Vehicles will turn and exit the estate using the same route.

A member of our site management team will be responsible for controlling all vehicle movements. UL will undertake the following measures to ensure that our vehicle deliveries and collections have minimum impact on the estate residents, public members, and the neighbouring area:

- All deliveries and collections will be by timed appointment only. We will agree on specific delivery and waste collection slots with each supply chain partner – reducing construction traffic congestion and minimising disruption to the estate.
- Our suppliers will use small lorries, and no large articulated vehicles will be permitted; this will include using smaller delivery vehicles for both scaffolding and windows deliveries.
- We will liaise with Westminster City Council's refuse collection contractor to avoid clashes.
- Deliveries/collections will be met by a traffic marshal and guided to our compound.
- Deliveries/collections will be limited to one vehicle at a time to avoid potential blockages.
- School runs and peak travel hours will be avoided for scheduled deliveries whenever possible.
- Lorries or vehicles will switch off engines during unloading and any waiting periods.

Scaffolding deliveries and collections will all be by planned appointment to avoid the busiest times. The UL Contracts Manager and Site Manager will work with our scaffolding specialist to set up a specific scaffolding vehicle management plan to minimise disruption. The delivery of scaffolding equipment will be direct to the block using the estate roads. To avoid the disruption caused by prolonged blocking of the street by scaffold vehicles, we propose agreeing on unloading points for the block with WCC, requiring some temporary parking suspension. We will arrange each unloading point with WCC following approval of SPP and before commencement on site. 'Unloading points' will be selected to minimise the disruption to residents and the local community/road network.

Any temporary works and subsequent remedial works required to position the plant will be captured using photographic precondition surveys. These surveys will be completed and signed off in collaboration with WCC. UL will undertake all remedial works required to remove the plant to reinstate areas to their original condition.

Safe access and egress for residents will be maintained at all times, particularly during periods where we distribute materials. Secure access and egress routes will be restricted using appropriate barriers and signage to direct footfall and safeguard pedestrians

(³delivery and distribution routes)



2.3 Site Waste Management

Our Site Manager will be responsible for the control of waste generated by our works. As part of the induction process, all operatives will receive instruction on the project's specific details of waste management. UL will develop the waste management plan for Sullivan House to meet our environmental management policy (accredited to ISO14001).

Our sustainable procurement policy will ensure that we only source materials and products from environmentally responsible suppliers who have a clear recycling and waste management system in place. We will also minimise the amount of waste produced on-site through accurate design control and installation techniques, e.g. encouraging maximum use of off-cuts.

Our waste management plan will be based on the WRAP (Waste and Resource Action Plan) template, set up (and monitored) by our Safety Health Environment and Quality (SHEQ) Manager. Using the 'WRAP' site waste management tool, we will monitor waste recycling from the project as a key performance indicator.

Our waste management partners will recycle waste collected as mixed offsite, raising percentage rates and deferring from landfill.

On-site waste skip(s) will be located within our site compound for ease of delivery and collection. The skip will be lockable, reducing the risk of waste contamination with 'non-works associated waste and creating a cleaner and safer working environment.

Operatives will continually move the waste from block collection points to our enclosed lockable skip to prevent build-ups. Our waste management specialist will remove entire skips regularly or as required by the Site Manager.

The end of the working day checks, monitored by the Site Manager, will ensure that all waste is removed from dwellings, communal areas, stairways, gardens, etc. Any areas used as temporary waste collection points are swept clean, and temporary security fences are locked and secure.

To help maximise waste recovery performance, we will encourage direct recycling by our suppliers by collecting their packaging products to reduce the number of waste skips used throughout the project.

2.4 Works Methodology

Programme overview

Please also refer to Appendix B – Sullivan House Programme Rev.3 in Gantt chart format.

From the SPP submission to WCC and receipt of CO, site mobilisation to carry out the onsite works will begin on Mon **21/03/23*** the programme for delivering the major works to Sullivan House will initially consist of the following processes;

A period of **18 weeks** has been allowed within the site programme of works following on from mobilisation, construction activities and are scheduled to complete on **09/08/2023***.

*All proposed dates are based on current SPP review and approval timeframe

UL will deliver the project in the following block sequence (⁴Table)

⁴Table – Block Phasing

1	Sullivan House
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What remains from any pre-construction activities from the period lead-in to mobilisation will be utilised by for any outstanding confirmations, temporary works, and scaffold design.

Mobilisation and Pre-construction Period

Activities to be undertaken during this period include:

- Confirm site setup, procure accommodation
- Take possession of site
- Site compound establishment
- Electrics and water connections
- IT site setup
- Develop project-specific budget control process, including cash flow forecasts
- Providing support to WCC for the statutory leaseholder processes
- Procurement of supply chain and placement of orders
- Selection of United Living site-based delivery team
- Development of the construction phase health and safety plan (including traffic management, waste management and environmental plans)
- Temporary works approval, including scaffolding and site compound
- Identify any skills gaps and arrange suitable training (UL and supply chain)
- Register project with the Considerate Constructors Scheme
- Form project Core Group and schedule meetings
- Finalise key performance indicator schedule, and Customer Care Scorecard
- Develop project specific quality control plan and hand over process

In addition to the above, the resident and community liaison process will be set up during this period and will include:

- Meetings with WCC Communication officers and Sullivan House Residents Association to agree on resident consultation methodology
- Forming residents project group
- Scheduling “Meet the Contractor” events in line with the programme
- Identifying and contacting community stakeholders to arrange one to one liaison meetings
- Resident profiling surveys
- Ground Floor properties will require particular co-operation/attention to facilitate scaffold erection in these areas

Enabling Works

Enabling works are necessary for Sullivan House; these will begin at the start of the construction period and follow the programmed sequence of phases and blocks. Enabling work tasks to include:

- Complete pre-condition surveys to all top floor properties.
- Erection of temporary site accommodation and compound, connect temporary services including IT
- Asbestos surveys (if required)
- Erection of scaffolding & hoist

Scaffolding

In order to guarantee everyone's safety, scaffold will be erected following strict procedural guidelines contained within our United Way Integrated Management Systems. Fully aligned to industry regulations and best practice and is widely used across all of our projects involving external improvement works and working at height. The procedure will ensure the following working practice is implemented on the Sullivan House contract:
































- Identifying the management resource responsible for implementing the procedure. For Sullivan House, this will be the appointed UL Site Manager;
- Engage and appoint scaffolding contractors that are NASC or Scaffold Association Audited to ensure third party competency validation;
- Effective scaffolding design has been developed alongside our *Temporary Works Procedure* to ensure the proper consideration/allowance of project risks e.g.
 - Design and implementation of adequate fall protection systems – bespoke to building shape and scaffold design etc.
 - Ensure scaffold designs accommodate a minimum 300mm safety distance around any flue. This may include flue modification (extending beyond the scaffolding) and using hazard tape/signage to highlight the risk to operatives and prevent accidental damage.
 - Decommissioning of gas appliances one meter from any works may be required (temporarily) as identified from the results of work needed and flue proximity and survey carried out; all flues will be marked on a drawing and passed to the scaffold contractor before works commencing.
- Formally appoint a scaffolding co-ordinator.
- Project-specific risk assessments and method statements defining safe working practices for the erection and use of scaffold have been developed and approved by the UL Site Manager;
- Regular consultation occurs between UL Site Management and scaffolding contractor to discuss and identify concerns e.g. exclusion zones required with adequate control by fans and barriers, correct competency level for scaffolders, inspectors etc.

- A full competency check is in place to ensure that all operatives and supply chain supervisors hold the relevant CISRS cards for their role.
- That a scaffold handover takes place.
- That scaffold is built in accordance with TG:20 regulations, and risk and method statements.
- Implement a regular scaffolding inspection regime using to satisfy statutory obligations, ensuring safety is maintained at all times.

Works Sequencing

The snapshot from our programme below (⁵Table) indicates the construction phase's headline tasks, works sequencing is clearly shown.

Construction phase plan headline tasks;

		Commencement Order & Mobilisation Stage	32 days	Fri 03/02/23	Tue 21/03/23	0%	
		Issue 2-wk notice to SP ahead of Commencement Order	0 days	Fri 03/02/23	Fri 03/02/23	0%	11FS+5 days
		Prepare & Issue Commencement Order to SP	1 wk	Mon 06/02/23	Fri 10/02/23	0%	14
		WCC Project Team Handover to SP	1 wk	Mon 13/02/23	Fri 17/02/23	0%	15
		Contractor Mobilisation period	4 wks	Mon 20/02/23	Fri 17/03/23	0%	16
		Construction phase plan (CPP) is approved	0 days	Fri 17/03/23	Fri 17/03/23	0%	17
		Start on Site	0 days	Tue 21/03/23	Tue 21/03/23	0%	18FS+2 days
		Contract Period	120 days	Thu 23/03/23	Wed 06/09/23	0%	
		Site Setup	1 wk	Thu 23/03/23	Wed 29/03/23	0%	19SS+1 day
		Scaffold	25 days	Thu 30/03/23	Wed 03/05/23	0%	21
		Services	10 days	Thu 04/05/23	Wed 17/05/23	0%	
		Existing Soil Vent offsets	1 wk	Thu 04/05/23	Wed 10/05/23	0%	22
		Remove IRS system from Parapet	1 wk	Thu 11/05/23	Wed 17/05/23	0%	24
		Hoist	10 days	Thu 20/04/23	Wed 03/05/23	0%	22FF
		Tank Room Door Alteration	5 days	Thu 04/05/23	Wed 10/05/23	0%	26
		Tank Room Edge Protection	5 days	Thu 04/05/23	Wed 10/05/23	0%	22
		Roofing Work Tank Room	2 wks	Thu 11/05/23	Wed 24/05/23	0%	28

The existing roof covering will be removed and replaced with a vapour barrier on the same day to prevent water ingress.

UL will bring down waste materials in the hoist; UL will take up new materials in the same manner.

A Bauder representative will periodically inspect each stage of the roof installation.

Works to plant/tank room roofs, doors and walls will occur prior to installation of new roof covering, when the roof covering is nearing completion, UL will install edge & Lightning protection.

After all roof works are complete and signed off, UL will remove the remaining scaffold, Hoist and site compound.

Construction Phase/ Possession of Site

Throughout the construction phase, United Living will operate from our fully fit for purpose compound, which complies with CDM regulations and the Clients duty to provide.

During the project's infancy, those who have not already been acquainted with the United Living team will be contacted for formal and informal reassurances and gauge resident profiles and specific needs. We will produce introduction packs, information newsletters, all for scrutiny and feedback.

Pre-Condition Surveys

We will require access to top floor residents and leaseholders homes to take condition photographs to protect your property and our interests, this includes:

- Top floor flats, pre-existing ceiling damage records.

Typical Access requirements (in flat survey),

Element	Access Days Required
Pre-existing water damage survey	0.2 Day (per flat)

2.5 Access to individual properties and communal areas

UL will require access to top floor properties in the block for:

- Pre-existing water damage survey

Communal area access to each block is needed for:

- Erection of scaffold

The United Living Resident Liaison team for Sullivan House will manage the process of gaining and maintaining access to individual properties and the communal areas. A bespoke resident liaison and communication plan (explained in detail in section 6 of these proposals) has been developed for this purpose. The plan includes the following essential services:

- Flexible appointment times to accommodate residents.
- Provision of translation services, where required, ensuring effective and positive communication to all residents.
- Adequate countdown notices of agreed access dates, with reminders, sent one week and 24 hours before starting work, using the resident's preferred communication format.
- Secure key management options for residents not at home during the day
- Provision of a secure password system for residents
- Photographic pre-condition surveys

UL will maintain safe access and egress to and from the flats and communal areas during these works. Our Resident Liaison Officers will make contact regularly with residents to advise them of results progress and the measures we are taking to ensure minimum levels of inconvenience e.g.

- Landings and walkways kept clear and emergency exit routes open at all times
- Continuous waste collections daily with no waste material left in any communal area overnight or at weekends
- Advance notification of any planned disruption to services
- End of day inspections of all work areas

The majority of the external work we will be undertaking will require access via scaffolding with materials transported up the building via hoist system. The perimeter of the block roof will be enclosed in a scaffold whilst works are in progress, allowing safe working platforms for operatives, site management and surveyors.

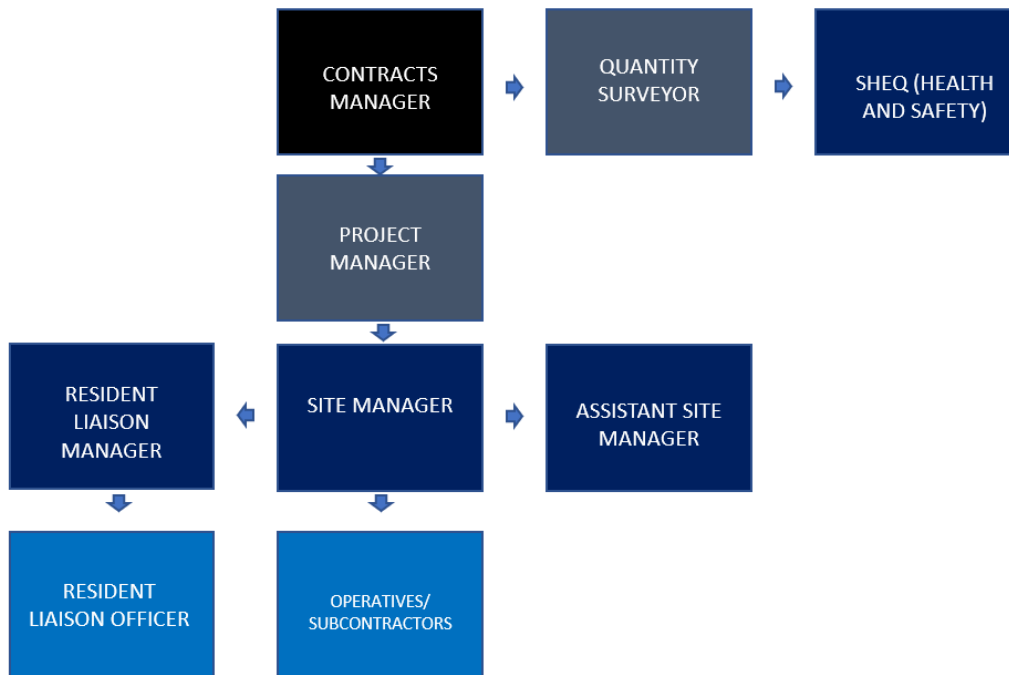
Before erecting access scaffolding, our Resident Liaison Officer will undertake an extensive Resident engagement to ensure residents of each block fully understand the access scaffold arrangements and how this may affect them. To maximise the safety of residents, neighbours and the wider community, we will maintain safe access and egress externally to each block throughout the works. Entry points to and from blocks will be properly segregated and protected to provide secure access.

- Access scaffolding will be designed; and include weekly independent scaffold inspections. The scaffold will be equipped with:
 - Working lifts at roof level, including roof parapet & Tank Room access.
 - Debris netting.
 - Double boarding at working lift level, particularly over rear gardens & communal areas if applicable.
 - Protective fans over all doorways and walkways (dependant on circumstance, location)
 - Lockable access
 - Foam sleeves to all standards at ground level.

3.0 Main Contract Programme – Refer to Appendix B

The overall construction period for the Construction works is approximately 18 Weeks.

3.1 Resource Plan



4.0 Commercial Summary

Refer to more detailed documents Appendix G – Cost Plan

5.0 Sullivan House – Risk Register

Refer to more detailed documents in the SPP Document Appendix H.

6.0 Resident Engagement and Communication Plan

Community Engagement

Effective community engagement and liaison with residents will be crucial for successfully delivering the Sullivan House project. The works will affect all residents to some extent. Early engagement with residents will be essential. Our target is to ensure each resident has been consulted and fully understands what is proposed and when it will occur by clearly explaining what will be happening and demonstrating that we are listening and are flexible in adapting our processes to suit local conditions. We will aim to manage expectations and help engender support for what we are doing.

We will also make it easy for residents to become involved in the project if they wish by attending resident meetings to help develop our communication and works methodology proposals.

We set out below our core engagement and communication commitments, including the activities and procedures we will implement subject to discussion and development with the WCC team and local stakeholders.

Resident Liaison Team

Our Resident Liaison Manager (RLM) and Senior Resident Liaison Officer (SRLO), will allocate two trained and experienced resident liaison officers to engage and support Sullivan House's residents over the entire course of the programme to include pre-commencement, works delivery and post-completion stages.

Consultation Strategy

Kelly and Deborah will arrange to meet and work with the WCC team, Sullivan House Residents Association and other stakeholders. Critical areas for discussion and development will include:

Resident Involvement

It will be essential to involve residents in all aspects of the Scheme, including developing our consultation strategy and working methodologies. Drawing on residents' local knowledge will help us ensure we take on board local needs that we may not be familiar with.

For example, lone-parent families and dependent children can make it hard for those households to attend consultation events. To address this, we will tailor events to avoid school pick up and drop off times.

For vulnerable and elderly residents, our tailored service procedure will identify and offer additional support and any changes to the methodology required to meet individual needs.

Understanding resident's religious and cultural beliefs will enable us to tailor our services. For example, we will avoid carrying out works for those households observing Ramadan and start later

and finish earlier to allow for meal preparation. We will develop a cultural and religious events calendar which our resident liaison team will use to plan appointments and works considerately.

Liaison and communication processes

WCC have consultation and engagement procedures and protocols in place, therefore we will work with their team to discuss our shared experiences and best practice to develop a suite of policies that are tailored to WCC objectives, but also retain the flexibility to suit the diversity of residents at Sullivan House and their individual needs. We will table examples of communication and liaison procedures that we have developed through our experiences on previous schemes to support this process.

6.1 Resident Communication Plan (Project AC111)

We include below our draft communication plan for discussion and agreement with the WCC team. This sets out our commitments for resident involvement and engagement for the duration of the programme.

Term Brief Milestone	Requirement	Core Activity
Commencement Agreement.	Meet the contractor session.	United Living will host and chair a meeting with residents. <ul style="list-style-type: none"> • WCC to attend given suitable notice in advance. • Prepare presentations, timescales and ongoing communications plan. • Proposed works and programme. • Anticipated duration of works. • Capture attendance on attendance sheet. • Record and prepare communication for any issues and actions arising from the meeting. • Agree preferred communication. • Location of site set-up facilities.
Prior to start of works.	Resident Communication.	<ul style="list-style-type: none"> • Intro letter, followed by two sequential letters. • Location of site set-up facilities. • Working hours. • Booking pre-works survey appointments.

<p>Pre-works surveys/Pre-start</p>	<p>Pre-works surveys to tenanted properties</p> <p>Issue 'contractor information /welcome pack'</p>	<ul style="list-style-type: none"> • Carry out pre-works surveys for in-flat works to all properties detailing: any access issues, disability, poor mental health issues, language barriers, any previous or existing repairs issues. • Report issues of relevance to Westminster promptly. • Resident information pack hand delivered to residents during pre-works survey. <p>Information pack to include but not limited to:</p> <ul style="list-style-type: none"> • Resident Information booklet. • Team card with contact details for RLO, Site Manager and other key staff members. • Out of hours emergency telephone number. • Code of conduct.
<p>Pre-start</p>	<p>Pilot works, ballots and samples</p> <p>Comms Plan & Notices</p>	<ul style="list-style-type: none"> • Invite stakeholders to attend the inspections of pilot works. • Update and provide professional sample boards and samples. • The contractor will arrange for specialists, technical advisors and suppliers to provide information. • Invite stakeholders to discuss works and resident's communication plan. • Notify residents that works are due to take place including instructions to notify their insurers, where necessary, for example scaffold erection.
<p>Onsite</p>	<p>Daily</p>	<p>United Living will provide a responsive service to residents and stakeholders between the hours of 8am to 5pm. Monday to Thursday and 8am to 4.30pm Fridays.</p> <ul style="list-style-type: none"> • Ensure that there is a dedicated RLO office where residents can visit prior to appointment. • Respond to all queries within the agreed timescales.

		<ul style="list-style-type: none"> • Record, investigate and resolve complaints and compensation requests within agreed timescales. • Ensure that all complaints are submitted to WCC. • Prepare and display hazard and disruption notices where necessary. • Send appointment letters and reminders and record 'no access' and escalate to WCC accordingly. • Bespoke FAQ if required, to address specific concerns such as health and safety issues, change in project team or scope of works. • In-flat sign in sheet is to be displayed in flat while works are in progress. Sign in sheet will have contact details and we will leave feedback cards for residents to leave their comments. • RLOs will record visits and calls on Easy BOP. • Daily visits.
On site	Weekly	<ul style="list-style-type: none"> • The contractor will arrange access via the 3-letter process. • All residents will be contacted by letter to arrange convenient appointments for works inside their home • Any properties that fail to respond following the 3-letter process will be forward to WCC for assistance gaining access. Photographic evidence will be provided. • All appointments will be followed up with an appointment confirmation letter. • Complaint and compliments tracker to be sent to WCC.
On-site	Monthly	<ul style="list-style-type: none"> • Hold monthly progress meetings for stakeholders to report on progress and action/resolve issues raised by residents and stakeholders. • Host and chair resident's coffee morning and evening drop-in sessions, to communicate updates, including programme, progress and upcoming works as required.

		<ul style="list-style-type: none"> • Monthly newsletter. • Block Posters. • Site notice board.
Pre-handover	Snagging	<ul style="list-style-type: none"> • Contact residents and other stakeholders to report any snagging issues. • Collate residents snagging issues for resolution.
	End of Project confirmation	<ul style="list-style-type: none"> • Notify residents and other stakeholders that the project is complete and entering the defects period. • Confirm the procedure for reporting defects.
During the defects period	Defects inspections	<ul style="list-style-type: none"> • Arrange access and appointments for defects works. • Record any no access and escalate to WCC accordingly.
End of defects period	End of defects period	<ul style="list-style-type: none"> • United Living to notify residents that the defect period is over and the contact details for reporting future issues.

6.2 COVID-19 Response

The challenges faced due to the pandemic have been unprecedented, and to manage this, we have developed comprehensive Covid-19 Management Plans and Risks Assessments with stringent Safe Systems of Work (SSoW) which are aligned to the latest industry guidance from the DLUHC and CLC and have been integrated into our ISO 45001 accredited Integrated Management System.

On the 24th Feb 2022 the government ended any remaining legal coronavirus restrictions in England, including removal of the requirement to self-isolate.

All personnel will be responsible for always upholding the highest standards of H&S, Staff specific responsibilities will include:

- Working closely with our Group SHEQ Director to ensure procedures and resources are in place to manage and minimise risk on site, communicating the latest Covid guidance and reporting upon performance to our Managing Director.
- Support the implementation of the processes and procedures outlined below to identify, manage and mitigate risks. Work with the Contracts Manager and Westminster (WCC) to develop and agree on best practice procedures and SSoW for communications and working methodologies.

- We will develop the project-specific Construction Phase Plan and tailor our Appendix R Covid-19 management strategy. He will engage with our supply chain to establish SSoW, programme and resource plans and support our Site Managers to ensure a rigorous approach is implemented, aligned with H&S legislation and UL procedures.
- We will be responsible for the day-to-day management and implementation of H&S procedures, including social distancing, site inductions, competency checks, staggered breaks and any additional cleaning. We will work with our supply chain to ensure Risk Assessments, Method Statements, and SSoWs are in place.

Our Executive and Senior Management Teams will continually monitor our SSoW in line with industry guidance and best practice. We will ensure our arrangements evolve in line with government legislation All confirmed cases of Covid-19 are recorded and investigated in line with our SSoWs and escalated as appropriate to their line manager/business MD and HR Business Partner.

7.0 Quality Control.

This section of the SPP forms part of a live Quality Control Plan (QCP) that will be regularly updated and maintained by the United Living delivery team. The QCP will be formatted to meet ISO 9001 requirements to deliver a defect-free product and service to the City of Westminster.

7.1 Roles and Responsibilities

For quality management are detailed below and referenced in Appendix F – Inspection and Testing Plan

Operations Manager	Overall responsibility for project and contract quality performance
Contracts Manager	<ul style="list-style-type: none"> • Managing quality control procedures • Formatting and distributing quality plans • Manage the impact of building control and WCC planning requirements on quality control • Manage escalated complaints • Maintain continuous improvement register • Vet subcontractors and operative qualifications • Manage and distribute Key Performance Indicator data • Progress monitoring and reporting
Site Manager	<ul style="list-style-type: none"> • Day-to-day quality management / promoting quality awareness • Liaison with the quality auditor • Manage corrective/proactive audit actions • Implement the Inspection and test plan

	<ul style="list-style-type: none"> • Quality plan inductions to staff and operatives • Control of site records documentation • Monitoring testing equipment • Monitor material handling, storage and management of non-conforming items • Monitor adherence to manufacturers installation instructions
Assistant Site Manager	Assist Site Manager in quality control duties
SHEQ Advisor	<ul style="list-style-type: none"> • Approve project quality plan • Undertake monthly audits of the quality plan on site • Produce data analysis for internal quality audits • Review causes of non-conformance • Process improvement suggestions
Resident Liaison Manager	<ul style="list-style-type: none"> • Develop uniform documentation and engagement procedures • Monitor consistent resident liaison approach • Ensure communication plan is implemented properly
Resident Liaison Officer	<ul style="list-style-type: none"> • Manage communications with residents • Resolve complaints • Resident satisfaction monitoring
Quantity Surveyor	<ul style="list-style-type: none"> • Budget monitoring and reporting • Financial vetting of subcontractors • Change order control • Value management
Buyer	<p>Material purchasing:</p> <ul style="list-style-type: none"> • In line with the master programme • Compliant with specification • Compliant with relevant quality assurance accreditations.
Design Manager	<ul style="list-style-type: none"> • Design development, co-ordination and distribution • Design verification and validation
Project Administrator	Maintenance of document storage and control system

T CONTROL

Document Description	Format	Storage, distribution and updating	Storage Location	Distribution
Service provider proposals	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain
Construction phase health and safety plan	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, supply chain
Quality plan and audits	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain
Test and Inspection plan	Digital	Site Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain
Design drawings and planning conditions	Digital	Design Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain
Request for information schedule	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants
Change orders	Digital	Quantity Surveyor	Aconex/OpenSpace	Project team/WCC team
Progress reports	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants,
Daily site diary and labour returns	Digital	Site Manager	Aconex/OpenSpace	Project team
Master programme	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants,
Procurement schedule	Digital	Quantity Surveyor and Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants
Block/Property files	Digital	Site Manager / RLO	EasyBOP	Project team/WCC team, consultants, supply chain
Health and safety file including operating and maintenance manual	Digital	Contracts Manager	Aconex/OpenSpace	WCC

The following table indicates the measures we will take to ensure quality standards are achieved and maintained throughout the project:

Stage	Measures to be adopted	Responsible Person
Design	<ul style="list-style-type: none"> • Appoint design team of proven quality, experience and qualifications • Use of specialist subcontractors and suppliers at design stage • Early involvement with Building Control • Frequent design reviews and validation of calculations 	Design Coordinator
Samples for approval	Product samples will be pre-approved by WCC prior to installation. We will also undertake pilot/sample phases of works where appropriate to set quality benchmarks. A sample section pertaining to whichever work(s) require will be completed on-site, agreed by all parties and standardised as a benchmark of quality to follow.	Site Manager
Pre-inspection	All areas will be pre-inspected and checked against design prior to any works commencement, ensuring they are suitable for works to proceed and avoiding any reworking	Site Manager
Operative Inductions and qualifications	<p>Site inductions will include a section on quality control covering:</p> <ul style="list-style-type: none"> • Standards expected (right first time) • Quality monitoring processes. • Trade self-certification • Continuing quality based tool box talks <p>All operatives will need to prove levels of competency achieved and any training needs addressed by United Living or its Specialist sub-contractors</p>	Contracts Manager
Quality spot checks	All works will be subject to on the spot quality inspections throughout delivery. EasyBOP enabled iPads will be used on site to help check that installation/applications comply with specifications	Site Manager/ Assistant SM
Quality Control Plan checks	Independent monthly audits of the quality control plan	SHEQ Advisor

Hold Points	The inspection and test plan will identify hold points within the programme for witnessing of test procedures and inspection of works to be covered up.	Site Manager
Post-completion inspection	All works will be inspected and signed off as complete and defect free prior to handover.	Site Manager
WCC inspections	Access arrangements will be maintained to ensure WCC can inspect completed installation stages	Site Manager

7.4 Calibration of Test Equipment

The following example will be used to by the Site Manager to identify the test equipment to be used on the project and the approved method of checking calibration:

Calibration of Equipment			
Ref	Equipment	Calibration Method/Process	Person Responsible
1	<i>To be updated by site team</i>		Site Manager
2			
3			

7.5 Quality

Reviews and Reporting

The following table indicates the number and frequency of project meetings that include quality standard reviews within the agenda

Date	Meeting type	Frequency
TBC	Project performance review (<i>site team</i>)	Fortnightly
TBC	Project performance review (<i>senior management</i>)	Monthly
TBC	Resident review	Monthly
TBC	Subcontractor briefings	Daily
TBC	Subcontractor co-ordination	Fortnightly
TBC	Operational Performance	Monthly
TBC	Core Group	Monthly

7.6 Key Performance Indicators (KPIs)

The following table indicates the project specific KPIs, their targets and persons responsible for data collection:

Ref	Key Performance Indicator	Target	MLAP	Collection of data
1.	WCC satisfaction with the Service Providers overall performance	9	7	Project Manager
2.	Service Providers satisfaction with WCC	9	7	WCC
3.	Health and Safety	AIR = 400	AIR = 422	SHEQ Advisor
4.	Diversity	BME=20% Female=10%	N/A	People Services/ Project Manager
5.	Social Value	100%	90%	UL Social Value Manager
6.	Time Predictability	+/- 0%	+/- 10%	Contract Manager
7.	Defects at Handover	100% (5)	60% (3)	Contract Manager

To monitor performance UL will deliver a monthly progress report containing the following:

- Monthly financial report
- Monthly performance report (against KPIs)
- Monthly priority for improvement (PFI) report, following the recommendations noted in the preceding month's notice.
- Any other reports that may be agreed upon from time to time
- Weekly complaints monitoring report
- Completion of testing and equipment commissioning schedules
- Disruption to mechanical and electrical services
- Post Inspection Report
- Monthly Works in Progress Reports with block per block cost detail.
- Performance against Social Value targets as agreed.

7.7 Test and Inspection Plan

Please refer to Appendix F for our project specific Inspection and Test Plan proposals for Sullivan House Project.

7.8 Handover Documentation

The following documentation related to the works (in addition to all collateral warranties) will form part of the O&M Manuals issued post-handover

MEPH - Certificates

Roof – Warranties

Edge Protection – sign off documentation

8.0 Post Project Review (summary of learning points)

As part of our drive towards continuous improvement we will hold a lessons learnt workshop following the completion of each project. We will use our template FRM-0106 Lessons Learned Workshop agenda contained within the United Way IMS system.

SECTION 9 APPROVAL AND REVIEW			
Approved by	Ian	Position	Contracts Manager
Signed	DR	Date	

9.0 Appendices

- 9.1 A - Construction Phase Health and Safety Plan
- 9.2 B - Gantt Chart Programme
- 9.3 C - Specification
- 9.4 D - Works Schedules
- 9.5 E - Drawings & Planning Applications
- 9.6 F - Inspection and Testing Plan
- 9.7 G - Cost Plan

