

Service Providers Proposals

S159 – Millbank Estate



UL Contract number: 02761

Version control

Revision	Date	Prepared by	Authorised by	Director Approval	Details
0					
1					
2					
3					

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1.0 Service Provider Proposals (SPP) – Overview

These Service Provider Proposals refine our strategy for the delivery of planned maintenance work to Millbank Estate, providing detail on key work elements, including methodology, timescale, resource allocation, risk management, quality control procedures, specification and cost proposals. The Millbank Estate SPP has been developed from the following preceding documentation:

- Westminster City Council (WCC) Client Brief S159
- United Living's Millbank Estate Project Execution Plan (PEP)
- WCC Term Brief A and Term Brief B - service provider requirements

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 in relation to the development of the proposals are:

1.1.2 United Living Project Team

Jon Wallis (Business Unit Director) - final approval and authorisation of completed SPP document

Patrick Mangan (Partnership Manager) - coordination of contributors to ensure the timely completion of tasks and the accurate production of SPP information

David Tarantiuk (Senior Quantity Surveyor) - development of cost plan

Tommy Nightingale (Contracts Manager) - method statement, programme, and quality plan

John Clayton (Design Manager) - design coordination and specification

1.1.3 Consultants to United Living

Potter Raper Limited - Principal Designers

1.1.4 Supply Chain Contributors

Crown Paints – development of the painting specification

Thorlux – Lighting designs

AC&MS Limited – asbestos R&D surveys

eBrit Fire – fire risk assessments

London Drainage – drainage surveys

Wernick Hire – site set up surveys

1.2 Third Parties and Community Stakeholders

Westminster City Council Building Control:

Email: districtsurveyors@westminster.gov.uk

Telephone: 020 7641 6500 (9am to 5pm)

Emergency Telephone: 020 7641 6000

Westminster City Council Department of Planning and City Development,
Planning Services, City Hall, 64 Victoria Street, London SW1E

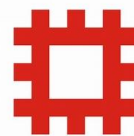
Millbank Estate Management Organisation (MEMO)
Reynolds House Erasmus St, London SW1P 4HP
Telephone 020 7976 5788

English Heritage Telephone 0370 333 1181

Millbank Estate Resident Association

Millbank Academy

Causton Street Children's Playground (WCC)



1.3 Project Summary

This project is a major planned maintenance programme to 10 blocks of the Millbank Estate. The scope of works includes; external and communal area fabric repairs, window repairs, communal area modifications and redecoration, works to lighting, replacement of lateral electric supplies, door entry installation and fire safety improvements. The extent of work is similar to each block, although the works to the landlords lighting system is not required to Gainsborough, Reynolds and Hogarth Houses.

The 10 blocks included in the project are:

Gainsborough House (blocks 1 and 2)
Wilkie House
Morland House
Maclise House

Millais House
Reynolds House (blocks 1 and 2)
Hogarth House
Mulready House

The total number of dwellings is 306.

The housing estate is located in the Millbank Conservation area and all blocks are grade 2 listed buildings with Hogarth House having a grade 2 star rating.

These works will have an impact on residents included in the programme. For example:

- Access to all of the dwellings will be required for window repairs, entrance door replacement (tenanted properties) and door entry system installation.
- External scaffold will be erected to all elevations of the blocks and together with works in communal areas which will cause minor levels of disruption.

United Living will provide appropriate levels of resident liaison services, to ensure that the residents of Millbank Estate are supported throughout the project and to help minimise inconvenience.



1.4 Community Liaison

The works will impact on some local businesses and community organisations. Our Social Value Manager and Resident Liaison Manager are in the process of establishing contact with those identified and arranging to meet them to discuss the works, note any concerns, provide reassurance that these will be taken into consideration and make them aware of our communication processes.

Community stakeholders will receive regular feedback on works progress via monthly on-line or hard copy newsletters. They will be given contact details for our Resident Liaison Team and have direct access to the Site Manager for urgent issues.

The local organisations and amenities identified to date are:

- Millbank Estate Resident Association
- Residents of Millbank Estate not included in the programme
- Millbank Academy
- Causton Street Children's Playground (WCC)
- Millbank Gardens (WCC)
- Leyf Nursery, Marsham Street
- Fairly House school, Causton Street



2.0 Method Statement

United Living's proposed method statement for the delivery of the Millbank Estate planned maintenance programme is presented below:

2.1 Site Set Up Plan

We propose to set up appropriate temporary office, welfare and storage accommodation for the duration of our programme in the courtyard area of Gainsborough House. The estate is very tight with minimal free space. However, this location is reasonably accessible from Cureton Street.

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

- Site managers office
- Resident liaison office
- Meeting room
- Canteen
- Toilet block
- Storage units

Units will be double stacked to maximise the space available. Lockable waste skips will also be located within the site compound and the area will be secured with hoarding.

We will also locate single storage units in other block courtyards, to enable us to store materials closer to the workface. These units will only be used for the duration of the works to the particular blocks and then removed.

A photographic pre-condition 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. All areas will be restored to their original condition as works to blocks are completed.

Millbank Estate is located within the London Congestion Zone and parking restrictions are in place on all roads in the area at all times. To minimise vehicle movements and the demand for parking spaces, all United Living and supply chain staff will commute to the site using public transport. The site is located within 15 minutes walking distance from Victoria station, and 5 minutes' walk from Pimlico underground station on the Victoria line. Contractor parking permits will be used for all trade vehicles that need to come into the site area these will be issued and controlled by our traffic marshal as part of a site traffic management plan.

For the residents of Gainsborough House in close proximity to the proposed site compound, we will ensure that liaison processes are in place with each of them to advise of issues that may affect them and provide a direct communication channel to our site team.

(Photo 1) Ariel view of proposed site set up location



Proposed location for site set up
(specific arrangements TBA)

Gainsborough House

(Photo 2) vehicle entrance to site compound



Entrance to the side
of Gainsborough
House

2.2 Material Deliveries and Distribution:

Access to our site compound will be via the entrance in Cureton Street (photo 2). Site deliveries will approach from Marsham Street via Horseferry Road or from John Islip Street via Vauxhall Bridge Road. Material deliveries direct to block storage locations will use Herrick Street, Erasmus Street, Cureton Street, St Oswulf Street and Bulinga Street. Vehicles will exit in the direction they arrived I.E. from Horseferry Road towards Vauxhall Bridge Road and vice versa – as illustrated in photo 3.

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

- All deliveries and collections will be by timed appointment
- Our suppliers will use small lorries, no large articulated vehicles will be permitted
- 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
- Vehicle engines will be switched off during unloading and any waiting periods
- All vehicles will comply with the London ultra-low emission standard

Where possible, materials will be delivered to site on a 'just in time' basis i.e. they will arrive no more than one day ahead of installation. This will minimise storage requirements, allow accurate batch checking and enable smaller vehicles to be used. After unloading, the materials will be taken to a holding and checking area within our site compound prior to distribution to the workforce. Materials will be stored in line with industry best practice, manufacturer guidelines and COSHH requirements. Working with our key specialist's supervisors, our Site Manager will be responsible for logging and maintaining stock inventory as well as managing material distribution from our storage/holding area to the work.

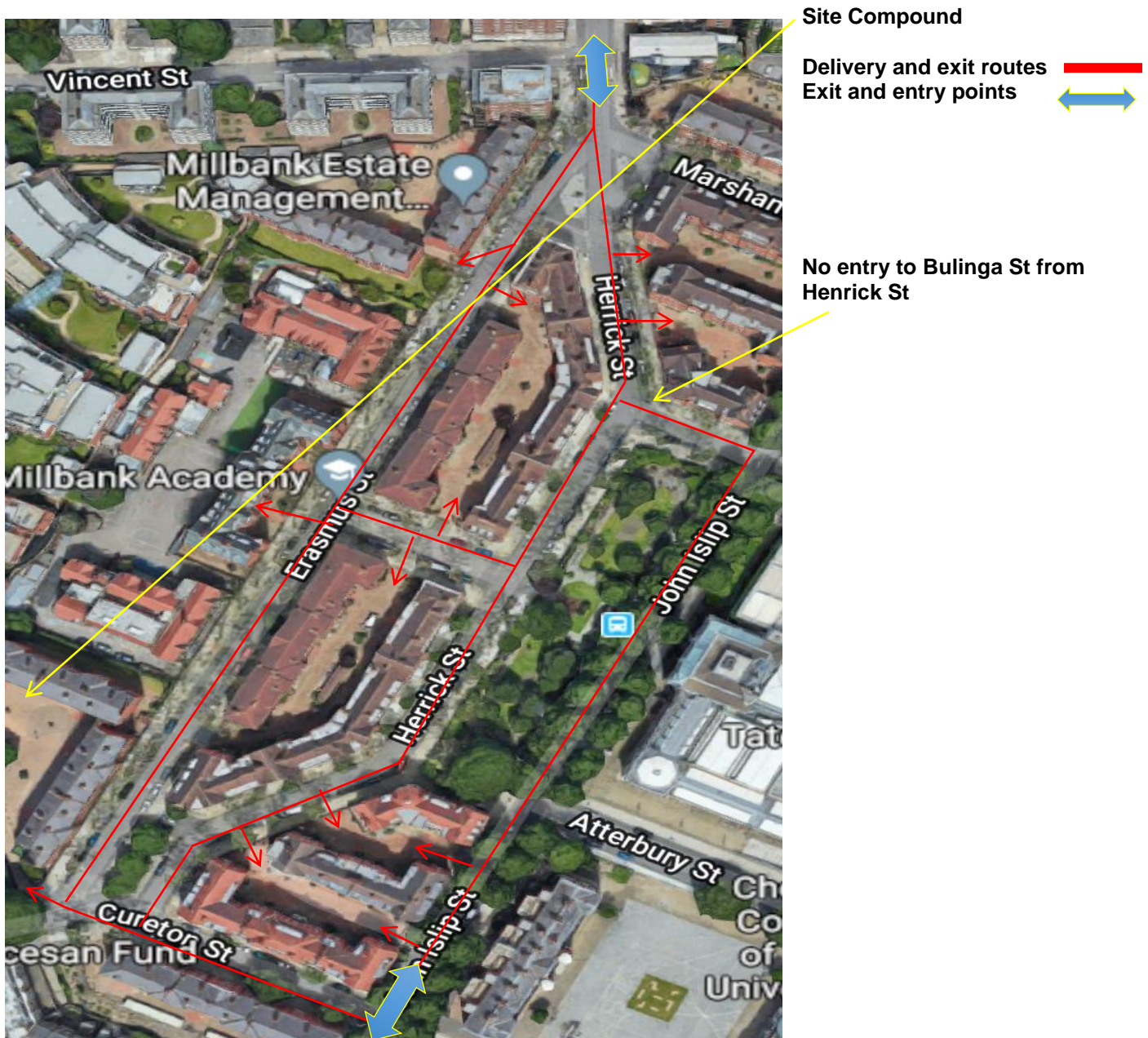
Scaffolding deliveries and collections will all be by planned appointment to avoid the busiest times. The UL Contracts Manager and Site Manager will work with our scaffolding specialist to set up a specific scaffolding vehicle management plan to minimise disruption. The delivery of scaffolding and hoisting equipment will be direct to the blocks using the Millbank Estate roads. To avoid the disruption caused by prolonged blocking of the roads by scaffold vehicles, we propose agreeing unloading points for each block with WCC which will require some temporary suspension of parking.

Special consideration is required for scaffolding to the rear of Hogarth House, which abuts the Millbank Academy playground e.g. working closely with the Academy to maximise use of school closure periods to undertake these works.

Subcontractors will distribute materials from the site compounds to the workforce via the estate roads, stairways, communal walkways and landings.

Safe access and egress for residents will be maintained at all times and particularly during periods where we are distributing materials via the stairways and landing areas.

(Photo 3) delivery, exit, distribution routes



2.3 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 specific details of waste management on the project. The waste management plan for Millbank Estate will be developed to the requirement of 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 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 the recycling of waste from the project as a key performance indicator.



All skips will be lockable; reducing the risk of waste contamination with 'non-works' associated waste and creating a cleaner and safer working environment.

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. and that any areas used as temporary waste collection points are swept clean.

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

2.4 Works Methodology



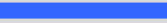
2.4.1 Programme overview

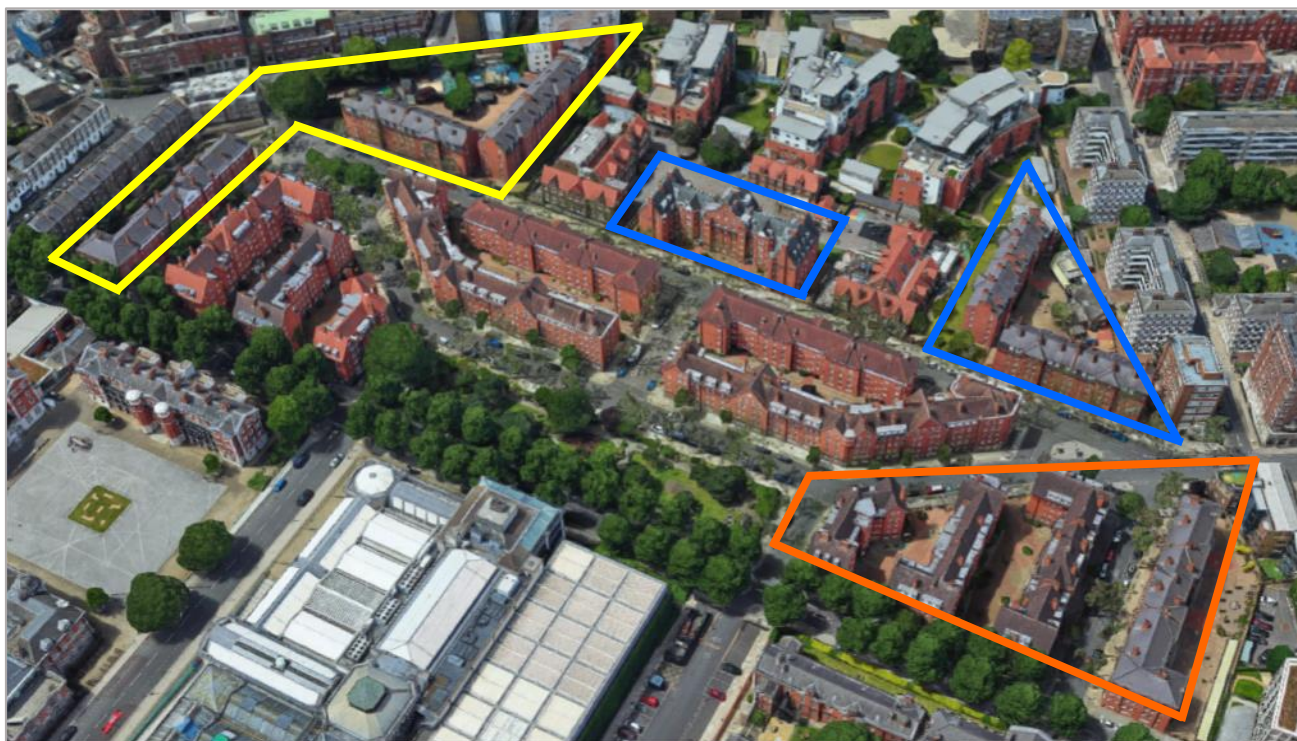
Please also refer to appendix B, Millbank Estate SPP Programme in Gantt chart format.

From the submission of this SPP to WCC, the programme for the delivery of the planned maintenance works to Millbank Estate will commence its lead in processes, working through the Partnering Timetable to achieve the following pre-construction milestones:

- ❖ Issue of commencement agreement
- ❖ Completion of design process
- ❖ Final planning and conservation area approvals
- ❖ Review of health and safety documentation and project notification to the HSE
- ❖ Commencement of window surveys
- ❖ Site offices and welfare provisions established
- ❖ Commencement of construction works

A period of 21 weeks has been allowed within the programme for all mobilisation and pre-construction activities, with a construction start date scheduled for 6 January 2020. Construction works are scheduled to be complete in December 2021. The project will be delivered in 3 overlapping construction phases as follows:

Phase 1 	Phase 2 	Phase 3 
Start: January 2020 Finish: December 2020	Start: August 2020 Finish: July 2021	Start: March 2021 Finish: December 2021
Moorland House 1- 41	Wilkie House 1-41	Hogarth House 1-34
Maclise House 1-39	Gainsborough House 1-30	Reynolds House 1-26
Mulready House 1-25	Gainsborough House 31-60	Reynolds House 27-52
Millais House 1-15		



Programming and phasing is designed to provide a reasonable continuity of works to the supply chain, smoothing peaks and troughs to maximise efficiency and reduce disruption to local residents.

2.4.2 Mobilisation and Pre-construction

Activities to be undertaken during this period include:

- Appointment of consultants and Principal Designer
- Design development
- Planning and conservation area approvals to Grade 2 listed building level
- Value engineering
- Develop project specific budget control process, including cash flow forecasts
- Procurement of supply chain and placement of orders
- Selection of United Living site based delivery team
- Revision of the construction phase health and safety plan (including traffic management, waste management and environmental plans)
- Temporary works design, including scaffolding and site compound
- Identify any skills gaps and arrange suitable training (UL and supply chain)
- Register project with the Considerate Constructors Scheme
- Develop project specific quality control plan and hand over process
- Commencement of window surveys

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

- Meetings with WCC, MEMO and Millbank Residents Association to agree 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

2.4.3 Enabling Works

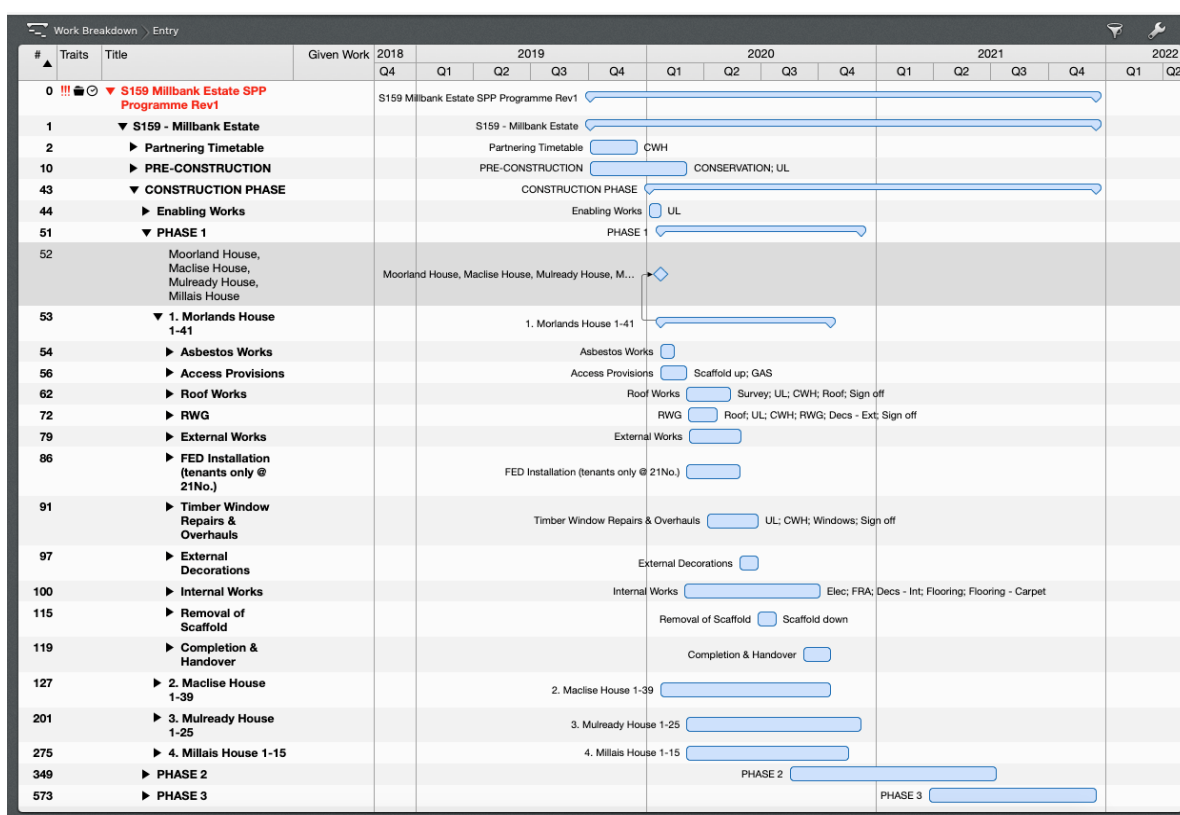
Enabling works are necessary for all blocks; these will commence at the start of the construction period and will follow the programmed sequence of phases and blocks to the end of the project. The enabling works include:

- Full pre-condition surveys to all blocks and courtyards
- Pre-condition surveys to dwellings (during resident profiling visits)
- Erect temporary site accommodation and compound, connect temporary services including IT
- Erect scaffolding
- External fabric surveys
- Roofing surveys
- Front entrance door surveys (tenants)

2.4.4 Works Sequencing

The scope of works are similar for all blocks, with the exception of renewing the landlords lighting system, which is not required in Gainsborough, Reynolds and Hogarth Houses.

The sequencing of work is designed to promote efficient over lapping of trade operations and to minimise disturbance as much as possible. The screen shot summary of our programme below, indicates the principal headings of our SPP programme.



Sequencing summary:

If, following surveys, any asbestos-containing material (ACMs) need to be removed; this will be the first task on each block and will be carried out while the access provision (scaffolding) is being erected.

Whilst scaffolding is in progress, we will remove and replace/divert any gas boiler flues that may be obstructed by the scaffold, liaising closely with the residents involved.

Once the scaffold is fully erected, we will complete surveys of the roof, rainwater goods, the external fabric including the chimneystacks and following WCC approval of survey results undertake repairs and cleaning.

The repairs and overhaul of the timber windows will commence after the scaffold is completed and safe access has been established both internally and externally. This operation is planned on the basis of completing 2 flats per day. Decoration of the windows will closely follow the repairs.

Replacement front entrance doors to tenanted properties is programmed to take place during/following the window repairs.

Electrical works to internal communal areas (Lateral mains renewal, new containment system, new distribution boards, communal lighting and door entry system upgrades will run concurrently with the window repair and decorating works, ahead of the making good, decorating, flooring repairs and carpet replacement.

FRA works, including fire stopping, the replacement of communal cupboard doors and firebreak partitions in the roof spaces will run concurrently with the communal electrical work.

Scaffolding will start to be dismantled after the completion of the external decorations

Where works are taking place inside the resident's homes, we will sequence operations to reduce disruption to the residents to the minimum possible. Pilot/sample installations will be carried out in advance of the internal works programme to establish the most efficient method of working and to benchmark the quality standard. Method statements and dwelling programmes will be developed in advance of the works to each block.

2.5 Access to individual properties and communal areas

Access to **individual properties** in the blocks will be required for:

- Window repairs
- Connection of new lateral electric supplies
- Replacement entrance doors (tenanted properties)
- Installation of new door entry system
- Surveys, inspection and resident liaison

Communal area access to each block is needed for:

- Erection of scaffolding and hoists
- Movement of materials and operatives
- Removal of waste
- Replacement of internal flooring
- External and internal fabric repairs and redecorations
- Block landlords electrical supply upgrades
- Window repairs
- Fire safety upgrade works

- Installation of new door entry system
- Replacing communal entrance doors
- Accessing roof spaces through top floor loft hatches

The United Living Resident Liaison Team for Millbank Estate will manage the process of gaining and maintaining access to individual properties and 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 key elements:

- Flexible appointment times to accommodate residents
- Provision of translated services where required, ensuring effective and positive communication
- Adequate notice of access requirements, with reminders sent, 1 week then 24 hours prior to needing access, using the residents 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

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

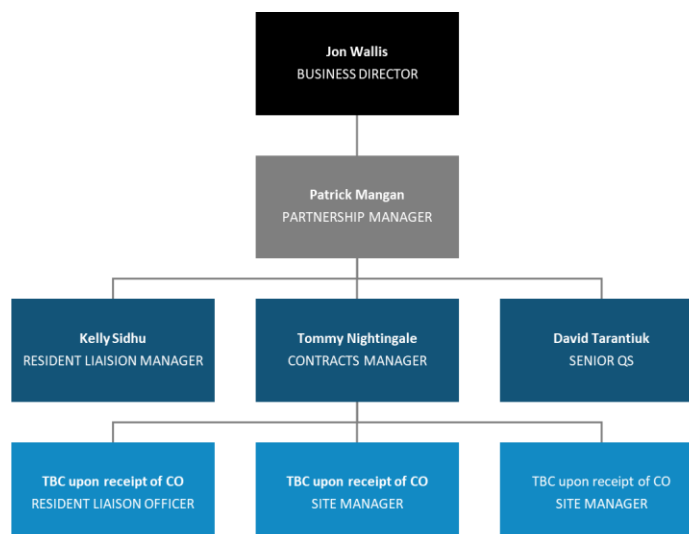
- Landings and walkways kept clear and emergency exit routes open at all times
- Use of any passenger lifts kept to a controlled minimum with priority given to residents leaving and returning to their homes
- Continuous waste collections daily with no waste material left in any communal area overnight or at weekends
- Advance notification of any planned disruption to services
- End of day inspections of all work areas

3.0 Programme and Resource Plan;

Main contract programme identified as Appendix B – for commentary on the programme and sequencing please refer to section 2.4 of this document.

3.1 Resource Plan

The organogram below indicates the proposed United Living project management team structure for the delivery of the Millbank Estate planned maintenance works.



4.0 Commercial

Refer to commercial SPP.

5.0 Risk Register

This risk register has been developed in order to consider general risks to the project performance such as: quality, commercial, programme and resident. For any SHEQ related risks, please refer to the United Living construction phase plan.

Likelihood	5 <i>Almost Certain</i>	5	10	15	20	25
	4 <i>Likely</i>	4	8	12	16	20
	3 <i>Even Chance</i>	3	5	9	12	15
	2 <i>Unlikely</i>	2	4	6	8	10
	1 <i>Improbable</i>	1	2	3	4	5
		1 <i>Negligible</i>	2 <i>Slight</i>	3 <i>Moderate</i>	4 <i>High</i>	5 <i>Very High</i>
	Severity					

Date	Risk Event	Outcomes	Risk manager	Likelihood	Impact	Risk Score	Generic Management Controls	Specific Mitigation	Deadline	Likelihood	Impact	Residual Score
01/10/19	Windows require more repairs than allowed within the SPP document to achieve expected quality standards and requirements for Repaircare guarantee	Pressure on delivery team and budget to achieve – increase to contract sum	UL/WCC	4	4	16	UL to provide WCC PM with window surveys for a sample number of windows per block once the scaffolding has been erected, for review and approval.	Should surveys indicate increase repairs and therefore increased budget, WCC delivery team are to provide UL with clarity on window repair strategy. Either reduction in the scope of works, or seek additional funding.	Ongoing	4	3	12
01/10/19	Failure to achieve KPI targets set for specific site	Core Group meeting to review causes. Failure to realise variable profit contribution	UL	2	4	8	The ITT documents clearly set out Programme KPIs for core areas of performance; scoring methodology, responsibility for measurement and targets; KPIs will be reported at Progress Meetings monthly for review as well as Core Group & Commercial Group.	United Living to implement systems to manage each KPI and achieve targets; Commitment required from all parties responsible for reporting KPIs to recording core data; e.g. Resident satisfaction data will only be meaningful if data for high percentage is available; EasyBOP system in place to support collation of data and reporting; regular reporting and performance reviews; KPIs mirrored through supply chain; Action Plans to be put in place for poor performance. Plan to be proposed by UL and agreed by Project team	Ongoing	1	4	4
01/10/19	Resident dissatisfaction with works	Pressure on client and Service Provider - competence	UL	3	4	12	Specification setting standards for resident consultation; quality; code of conduct; satisfaction KPIs; Qualitative assessment of experience and procedures in selecting	RLOs/LLOs allocated from outset; Communication Plan & Resident Liaison Procedures established, tailored to resident diversity; involve residents in developing procedures; Operatives to receive customer care and Code of Conduct training reinforced with toolbox talks; Quality benchmarks established via property pilots, involving residents; Clerk of Works overseeing quality; KPIs to measure satisfaction;	Ongoing	1	4	4

							contractor;	Action Plans implemented for low satisfaction; ongoing service improvement reviews				
01/10/19	Loss of key team members from UL & WCC	Programmes delayed, residents frustrated, lack of consistency/continuity, lack of knowledge	UL/WCC	3	5	15	Allocate correct staff with right level of support for role	Ongoing monitoring of staff, regular appraisals and professional development training; Staff work to standard operational and commercial company procedures supporting movement between teams; 6 month notice periods for key members of staff and succession planning in place; ongoing resource reviews; close working between teams and line management supports ability to 'step' in at short notice ; Regular workshops to celebrate success	Ongoing	2	4	8
01/10/19	Poor supply chain performance i.e. quality, programme and health & safety	Works delayed, quality impacts cost and UL/WCC perception poor by residents	UL	2	5	10	Use of Approved Supply Chain List; rigorous assessment process with ongoing review; fair payment terms; employer of choice;	Review all supply chain appointments prior to engagement; ensure resource capacity aligned to programme; ongoing monitoring and review; engage multiple partners for each trade to encourage competition and have back up poor performance by one partner; weekly subcontract meetings	Ongoing	1	4	4
01/10/19	Delays in material procurement/delivery	Programmes affected, potential for supply chain abortive costs incurred	UL	2	3	6	Effective material demand schedules developed in line with programme	Robust selection of material supply chain partners who buy in to the WCC 10yr framework ethos	Ongoing	1	2	2
01/10/19	Substandard materials delivered to site	Programmes affected, potential for supply chain abortive costs incurred	UL	1	4	4	Specification of quality materials	Site team will check quality of materials on delivery and compliance with specification; suitable storage provided; defective materials reported to supplier and rejected. Review with WCC for possible specification change if persistent issue.	Ongoing	1	1	1
01/10/19	Defective workmanship leading to delays and re-work	Increased costs of remedial and preliminary costs. Poor UL/WCC perception by residents	UL	2	5	10	Allocation of competent trade operatives and suitable supervision; clerk of works; robust inspection and testing procedures	Ongoing inspections by site team; quality standard established via pilots; weekly subcontract meetings to raise issues on performance including quality; yellow/ red card procedure for non-conformance; ongoing training/ tool box talks; KPIs to monitor performance;	Ongoing	1	5	5
01/10/19	Delays in achieving planning consents & approvals	Works delayed and potential of re-design and work increased costs	UL/WCC	2	4	8	UL/WCC Identify key issues during survey stage and ensure effective and timely liaison with planning authority	Development of a master programme with suitable time periods for statutory applications and consents; ongoing review of status; regular communication with statutory parties to monitor progress; comply with any consent conditions following approval	Ongoing	1	4	4
01/10/19	Changes to work scope and specification	Increased costs to project and delays	UL/WCC	2	4	8	Agree final scope during proposal document formulation and prior to issuing of commencement order;	Identify provisional allowances for works which may be difficult to quantify; joint surveys with WCC to define any provisional quantity allowances; maintain accurate/ clear variation register with regular review with WCC team; ensure any potential leaseholder cost increases are notified at earliest stage;	Ongoing	2	4	8
01/10/19	Delayed responses to information required schedule items	Follow on works delayed impacting on programme and costs	WCC	2	4	8	UL to develop and issue robust RFI with PEP	RFI to be reviewed daily and updated with outstanding items highlighted with adequate notice to WCC to avert delays to procurement/programme	Ongoing	1	4	4
01/10/19	Damage to residents property and services	Inconvenience and compensation claims	UL	3	2	6	Requirement for schedule of condition; complaints procedure; insurances in place; RAMS	Accurate pre-condition surveys to ascertain original condition; clear communication processes to be agreed and established; Working practices to be reviewed to ensure greatest care is afforded; resident possessions moved in advance (where possible) with help provided where needed; protection in place; complaint/ issue logged; rectification work or compensation claim resolved; outcome recorded; methodologies adapted for future works.	Ongoing	1	4	4
01/10/19	Disruption to local residents i.e. road access and parking	Inconvenience and compensation claims	UL	3	2	6	Code of Conduct; Construction Phase Plan; Traffic Management Plan;	Traffic Management Plan developed to mitigate disruption to residents and local community traffic; Liaise with local stakeholders, businesses to understand peak traffic periods;	Ongoing	3	1	3

									avoid school run times for deliveries/ waste pickups; agree vehicle size restrictions for supply chain; minimise contractor parking				
01/10/19	Disruption to underground and/or over ground services	Inconvenience and compensation claims, delays to programme and increased costs	UL	2	3	6	Construction Phase Plan and Risk Register; RAMS;		Ensure correct surveys carried out to trace, log and record service routes; work with supply chain to ensure they are fully informed; traffic management plan prepared; regular toolbox talks to refresh and update service situations; work with SHEQ team to minimise risk associated; Control measures identified; permit to work adjacent to service locations.	Ongoing	1	1	1
01/10/19	Disruption to property gas flues	Carbon Monoxide poisoning	UL	2	5	10	Construction Phase Plan and Risk Register; RAMS; Gas Safety Awareness training for project team		Gas appliances/ flues reviewed as standard on all projects e.g. roof works, fabric repairs; permit to work near any flues required; asses risk and implement control measures; isolate appliance by gas safe engineer if works adjacent to flues need to be carried out and recommission on completion; agree procedure with WCC PM/CA in advance;	Ongoing	2	5	10
01/10/19	Dilapidation surveys not being carried out	Claims and compensation for damaged elements	UL/WCC	2	3	6	Part of the PEP is to develop and agree schedule of dilapidations		Ensure WCC and local resident association are party to dilapidations survey and all stakeholders sign up and agree to schedule compiled	Ongoing	1	1	1
01/10/19	Undefined team roles and responsibilities	Duplication, confusion and apathy	UL/WCC	2	3	6	Clear role specifications agreed at mobilisation stage		workshops held and specific project quality management plans developed to ensure clarity around stakeholder roles and responsibilities; clear communications plan agreed and understood	Ongoing	1	3	3
01/10/19	Access issues disrupting Works	Delays, supply chain performance issues	UL/WCC	2	5	10	Early engagement with T & RA		Establish at early stages with resident the importance of access throughout the process. Undertake resident profiling to determine specific requirements. UL to send 3 stage letter process.	Ongoing	1	3	3
01/10/19	Lack of decision making	Delays to programme, frustration to all stakeholders	UL/WCC	3	4	12	Process in places for quick decision making		Site staff given the right level of authority to make quick decisions ensuring efficient working methods	Ongoing	2	2	4

6.0 Resident Engagement and Communication Plan

Community Engagement - Effective community engagement and liaison with residents, the local community and the Millbank Estate Organisation Board (MEMO) will be key for the successful delivery of the Millbank Estate project. The works will affect all residents to some extent with the window refurbishments programme being particularly invasive. 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 take place by clearly explaining what will be happening and demonstrating that we are listening and are flexible in adapting our processes where possible. Our aim will be 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, helping develop our communication and works methodology proposals or taking part in site walk-round inspections.

Leaseholder engagement will be critical to the success of the scheme. 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 such as MEMO.

Resident Liaison Team - Our Resident Liaison Manager (RLM), **Kelly Sidhu** will allocate a trained and experienced resident liaison team to engage and support the residents of Millbank Estate over the entire course of the programme i.e. pre-commencement, works delivery and post completion stages.

The Resident Liaison Officer (RLO) will be dedicated to engaging with leaseholders and residents over the programme.

Consultation Strategy - Kelly Sidhu will work closely with the WCC team and MEMO and other key stakeholders. Key areas that will need to be discussed and developed include:

- **Resident Involvement** - It will be important to involve residents in all aspects of the scheme including developing our consultation strategy and working methodologies. Drawing on residents' local knowledge will help engender their support and ensure we take on board local needs we may not necessarily be familiar with. We will promote the formation of a focus group made up of champions from each block. In particular it will be important to involve residents and leaseholders to ensure a focus on each of the differing tenures and priorities. We will also work with WCC Customer Engagement Team to encourage resident involvement over the contract via Mystery Shoppers, Energy Efficiency Community Champions and Resident Inspectors. We will encourage Community/Block Champions and Resident Inspectors to join us on regular estate walkabouts.
- **Resident and Community Diversity Plan** - We will work with the WCC team and local stakeholders to understand resident and community diversity across the estate so that our consultation plan and initiatives can be tailored to the needs of the community.

United Living subscribe to Community Insight, an online community mapping and reporting tool which draws on a wide range of the most recent data sets and indicators including census information, indices of deprivation, economic deprivation and child wellbeing; data on unemployment and benefits, education attainment, health and crime.

For example, lone parent families and dependent children can make it hard for those households to attend consultation events. To address this we will consider strategies such as providing crèche facilities or family entertainment e.g. face painting, bouncy castle, games, colouring competitions etc. that will allow parents to attend consultation events and bring their children with them. We will also tailor events to avoid school pick up and drop off times.

For vulnerable and elderly residents our tailored service procedure will identify a package of additional support and any changes to methodology required to meet individual needs;

Understanding residents religious and cultural beliefs will enable us to tailor our services (e.g. for households observing Ramadan we will avoid carrying out works at that time, or 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 considerately plan appointments and works. Our community investment team will use this to organise events e.g. Ramadan, Eid, Diwali, Easter, Christmas.

- **Liaison procedures and Information** – WCC will already have consultation and engagement procedures and protocols in place, however we will work with the team to discuss our shared experiences and best practice to develop a suite of procedures that are tailored to Westminster City Council (WCC) objectives, but retain flexibility to suit the diversity of residents at Millbank Estate and their individual needs. We will bring along example literature and procedures that we have developed through our experiences on previous schemes to support this process.

Communication Plan - We include below our draft communication plan for discussion and agreement with the Westminster City Council (WCC) team. This sets out our commitments for resident involvement and engagement over the (1) pre-commencement, (2) works delivery and (3) post completion phases of the project.

Term Brief Milestone	Requirement	Core Activity
Contract Award	Introductory meeting	<p>Meet with residents including Ward Councillors.</p> <ul style="list-style-type: none"> • Discuss programme and sequence of works. • Provide project team role and responsibilities.
Prior to start of works	Pre-start surveys to tenanted properties	<ul style="list-style-type: none"> • Carry out pre-start 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, agree fan location and take pre-condition photos. • Report issues of relevance to Westminster City Council (WCC) promptly.
Commencement Agreement	'Meet the contractor' session	<p>United Living will host and chair a meeting with residents</p> <ul style="list-style-type: none"> • Invite Ward Councillors and WCC to attend giving suitable notice in advance. • Prepare presentations, handouts, timescales and ongoing communications plan. • Capture attendance on attendance sheet. • Record and prepare communication for any issues and actions arising from the meeting.
Pre-start	Session 20 Notices	Obligation targets agreed with WCC to ensure we meet all statutory leaseholder consultations

	Issue 'Resident information pack	<ul style="list-style-type: none"> • Hand deliver to all properties during pre-commencement survey. • Provide details of the site welfare office. <p>Information pack to include but not limited to:</p> <ul style="list-style-type: none"> • Details/location of site set up • Names of key staff members • Proposed works and programme • Anticipated duration of works • Contact details for RLO and Site Manager and other key staff • Working hours • Out of hours emergency or 24/7 number(s) • Code of conduct • The importance of pre-commencement surveys.
Pre-start	Issue 'notification of site set up facilities' letter	<ul style="list-style-type: none"> • Hand deliver letters to all properties • Hold welcome coffee mornings in the site office. Invite residents from all properties by letter <p>Letter to include:</p> <ul style="list-style-type: none"> • Location of site set up facilities • Possible noise, disruption.
Pre-start	Pilot works, ballots and samples	<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, suppliers to provide information or be present if required • Invite stakeholders to discuss works and residents communication plan.
On-site	Within the first month	<ul style="list-style-type: none"> • Notify residents that works are due to take place including instructions to notify their insurers, where necessary • Carry out pre-commencement surveys to leasehold properties for in-flat works to all properties detailing: any access issues, disability, poor mental health issues, language barriers, and take pre-condition photos • Report issues of relevance to WCC promptly

<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 Mondays to Thursdays 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 • Respond to all queries within the agreed timescales • Record, investigate and resolve complaints and compensation requests within agreed timescales • Ensure that these 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's 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 comment cards for residents to leave comments and questions • RLOs will record visits and calls on Easy BOP • Daily visits to open properties.
<p>On site</p>	<p>Weekly</p>	<ul style="list-style-type: none"> • The contractor will arrange access via the three-letter process. • All residents will be contacted by letter, text reminders and door knock to arrange convenient appointments for works inside their home • Any properties that fail to respond following the three-letter process will be highlighted to WCC for assistance gaining access. Photographic evidence will be provided • All appointments will be followed up with an appointment confirmation letter • Communication of safe key process for residents unable to be at home during the Internal works period • United Living Resident Liaison Officer (RLO) makes contact every day to ensure two way communication during Internal works • Regular Estate walkabouts with resident representatives and key stake holders viewing cleanliness, emergency exits, waste build ups , traffic management and scaffolding issues • Comments card left for resident to note any concerns. Site team to check and respond, communicating all actions and recording all issues or complaints on the issues log. • Complaints and compliments tracker to be sent to WCC

On-site	Monthly	<ul style="list-style-type: none"> • Host and chair monthly progress meetings for stakeholders to report on progress and action/resolve issues raised by residents and stakeholders • Host joint residents evening drop-in sessions with WCC to communicate monthly updates, including programme, progress and upcoming works as required • Arrange coffee mornings as required
Pre-handover	Snagging and resident walkabout	<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 accordingly • Aftercare booklet issued to residents with Instructions on maintenance, care and defect reporting procedure, explained and demonstrated by Resident Liaison Officer (RLO)
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

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 with the intention of delivering a defect free product and service to WCC.

7.1 Roles and Responsibilities for quality management are detailed below:

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 quality auditor • Manage corrective/proactive audit actions • Implement the Inspection and test plan • Quality plan inductions to staff and operatives • Control of site records documentation • Monitoring testing equipment • Monitor material handling, storage and control 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	<ol style="list-style-type: none"> 1. Develop uniform documentation and engagement procedures 2. Monitor consistent resident liaison approach 3. 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 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

7.2 Document Control

Document Description	Format	Storage, distribution and updating	Storage Location	Distribution
Service provider proposals	Digital	Contracts Manager	Aconex/Open Space	Project team/WCC team, consultants, supply chain
Construction phase health and safety plan	Digital	Contracts Manager	Aconex/Open Space	Project team/WCC team, supply chain
Quality plan and audits	Digital	Contracts Manager	Aconex/Open Space	Project team/WCC team, consultants, supply chain

Test and Inspection plan	Digital	Site Manager	Aconex/Open Space	Project team/WCC team, consultants, supply chain
Design drawings and planning conditions	Digital	Design Manager	Aconex/Open Space	Project team/WCC team, consultants, supply chain
Request for information schedule	Digital	Contracts Manager	Aconex/Open Space	Project team/WCC team, consultants
Change orders	Digital	Quantity Surveyor	Aconex/Open Space	Project team/WCC team
Progress reports	Digital	Contracts Manager	Aconex/Open Space	Project team/WCC team, consultants,
Daily site diary and labour returns	Digital	Site Manager	Aconex/Open Space	Project team
Master programme	Digital	Contracts Manager	Aconex/Open Space	Project team/WCC team, consultants,
Sub programmes	Digital	Contracts Manager	Aconex/Open Space	Project team/WCC team, consultants, supply chain
Procurement schedule	Digital	Quantity Surveyor and Contracts Manager	Aconex/Open Space	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/Open Space	WCC

7.3 Achieving Quality Standards

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	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 table 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:

Ref	Equipment	Calibration Method/Process	Responsible Person
1			
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	Task Review Meetings	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
8.	Cost Predictability	+/- 0%	+/- 10%	Quantity Surveyor
9.	Interventions - resolution	100%	80%	RLO/Contract Manager

7.7 Test and Inspection Plan

Please refer to Appendix F for our project specific Inspection and Test Plan proposals for the Millbank Estate Project.