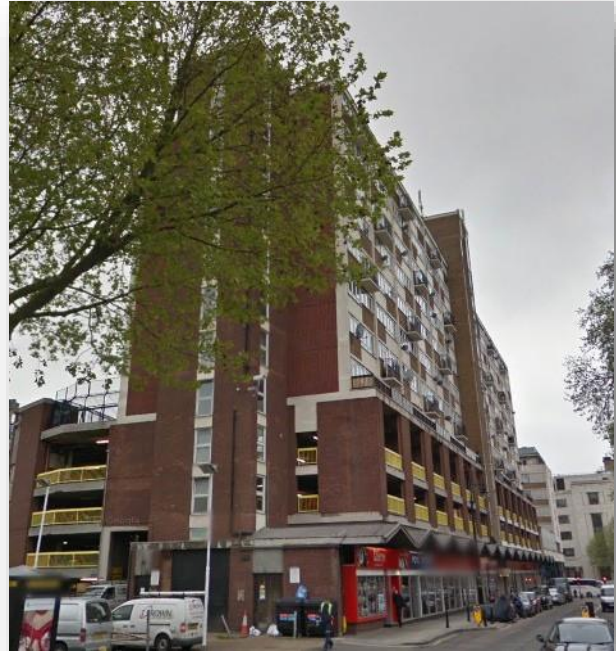


# Service Providers Proposals

## X251 – Ventilation and Fire Safety Works to Dalkeith Court, Brunswick Court, Hide Tower and Semley House (02655)



UL Contract number: [02655](#)

### Version control

Revision	Date	Prepared by	Authorised by	Director Approval	Details
0	16/5/19	PJM			SPP Issue
1					
2					
3					

## **Contents:**

- 1.0 Service Providers Proposals Overview**
- 2.0 Method Statement**
- 3.0 Programme and Resource Plan**
- 4.0 Commercial**
- 5.0 Risk Register**
- 6.0 Resident Engagement and Communication Plan**
- 7.0 Quality Control**
- 8.0 Subcontractor Considerations (Business Case and Recommendation)**

## **Appendices**

- A. Construction Phase Health and Safety Plan**
- B. Gantt Chart Programme**
- C. Specification**
- D. Works Schedules**
- E. Drawings**
- F. Cost Plan**

## 1.0 Service Provider Proposals – Overview

This Service Providers Proposals document (SPP) has been developed from the CityWest Homes Client Brief X251 (and all supporting documentation) plus the outline proposals submitted within the United Living Project Execution Plan (PEP). In developing this SPP we have refined our strategy for the delivery of the Ventilation and Fire Safety Works project.

The SPP has been compiled in accordance with CityWest Homes Term Briefs A and B (Service Provider Requirements) and provides developed details on the proposed improvement works, including; tailored communications plan, methodology, programming, logistics, resource allocation, risk management, quality control procedures, specification and costs.

### 1.1 Key Contributors

Following receipt of the pre-commencement order, United Living 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:

#### United Living Project Team

Jon Wallis – Business Unit Director: Final approval and authorisation on all information contained within the completed SPP document.

Kevin Turner – Operations Manager: Responsible for efficient programming and divisional resource allocation to meet works output requirements.

Patrick Mangan – Partnership Manager: Responsible for coordinating all contributors to ensure the timely completion of tasks and the accurate production of SPP information.

David Tarantiuk – Senior Quantity Surveyor: Responsible for developing accurate cost plan for the works.

Paul Morey – Contracts Manager: Responsible for devising the construction phase health and safety plan, inspection and testing plan, delivery methodology and trade sequence for the works.

**Pinnacle ESP Consulting Engineers** have been appointed to provide design and technical services, their scope of service includes:

1. Liaise with United Living and supply chain specialists on all issues relating to the design and provide regular reports on the design progress
2. Liaise and coordinate with other designers, consultants and statutory bodies.
3. Arrange, attend, chair and minute design team meetings as required.
4. Produce a clear and concise specification for the works including any specialist supplier's product specifications, data sheets, method statements etc. and where relevant, to include a final schedule of works.
5. Manage the design team, liaise with all members and produce a design programme. Monitor the design team to ensure adherence to the design programme.
6. Produce sufficient drawings to allow the submission for a full plan building control application and to procure the works.
7. Upon written appointment act as Building Owners Surveyor under the Party Wall Act 1996, serve notices, make and issue awards.
8. Ensure any building control conditions are discharged.
9. Prior to a start on site ensure any planning/building control conditions are discharged.
10. Provide advice during the design stage as and when required.
11. Provide additional ad hoc advice through the construction stages of the contract.
12. Provide final construction drawings on completion to Westminster requirements.
13. Liaise with other team members and CDM Coordinator to satisfy CDM requirements

14. Provide details for inclusion in the Health and Safety Plan.

### Supply chain contributors

- AC&MS Limited - Asbestos R&D Surveys
- Gunfire Ltd – Fire risk assessment
- Crown Paints - Development of the painting specification

## 1.2 External third parties

### Planning

<https://www.westminster.gov.uk/planning>

Development Planning  
Westminster City Council  
PO Box 732  
Redhill  
RH1 9FL

Telephone: 020 7641 6500 (9am to 5pm)  
Emergency Telephone: 020 7641 6000

### Building Control

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

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

### Tenants Associations

Brunswick & Dalkeith Residents' Association - [REDACTED]

Semley House Residents' Association - [REDACTED]

Hide Tower – TMO, [REDACTED]

## 1.3 Project summary

The four Blocks included in this Ventilation and Fire Safety works project are:

**1-53 Brunswick Court (SW1P 4AE)** comprising two 5-storey blocks of flats, constructed in 1971. Within the 53 dwellings there are two archetypes: 1- bedroom single storey flats and 4-bedroom two storey maisonettes.

**1-30 Dalkeith Court (SW1P 4HH)** comprising one 5-storey blocks of flats also constructed in 1971 to a similar design as Brunswick Court, with two archetypes: 1-bedroom single storey flats and 4-bedroom two storey maisonettes.

**1-162 Hide Tower (SW1P 4AB)** is a single 23-storey block of flats, built in 1961. There are 162 dwellings in total, 160 original dwellings, with the 2 dwellings on the 21st floor added at a later date. The ground floor area contains an entrance lobby, administration office and a meeting area.

Brunswick Court, Dalkeith Court and Hide Tower are located in close proximity to each other, either side of Regency Street & on Vincent SW (layout directly below refers.) Semley House location is adjacent to Victoria Coach Station in Semley Place approximately a 15-minute walk from the other three blocks in the

scheme.



**1-104 Semley House (SW1W 9QL)** is a single 11-storey block of maisonettes constructed in 1968. The 102 one and two bedroom maisonettes are sited over a parade of ground floor retail units, with a split-level car park occupying the 1st and 2<sup>nd</sup> floors. The maisonettes commence at 3<sup>rd</sup> floor level.



These proposals describe the delivery of the following general scope of works to each block:

- Upgrading, partial replacement and cleaning of the existing ventilation systems complete with associated builders work, electrical work and improved safety measures.
- Fire Safety Works, bringing each block up to current fire regulation standards and to meet statutory requirements where appropriate, improving fire safety within the blocks, in consultation with the London Fire and Emergency Planning Authority (LFEPA) & upgrading specific elements to satisfy the requirements of a block FRA report
- Removal of any identified asbestos containing materials

The works internally will have an impact on residents. Access to all dwellings is required to replace ventilation grilles, install fire dampers, air control valves and to clean the ventilation duct. In Semley House, Brunswick and Dalkeith Courts, access is also required for front entrance door replacements (FEDs)

All four blocks have an existing centralised mechanical extract ventilation system extracting air from the toilets and bathrooms of each dwelling, either as combined or separate rooms, according to dwelling type. Plant for the systems are located in roof top plant rooms

United Living will provide a full resident liaison service; supporting residents and helping to minimise any inconvenience caused by the planned maintenance works.

## 2.0 Method Statement

United Living's developed proposals for the delivery of the project are presented below:

### 2.1 Site set up plan

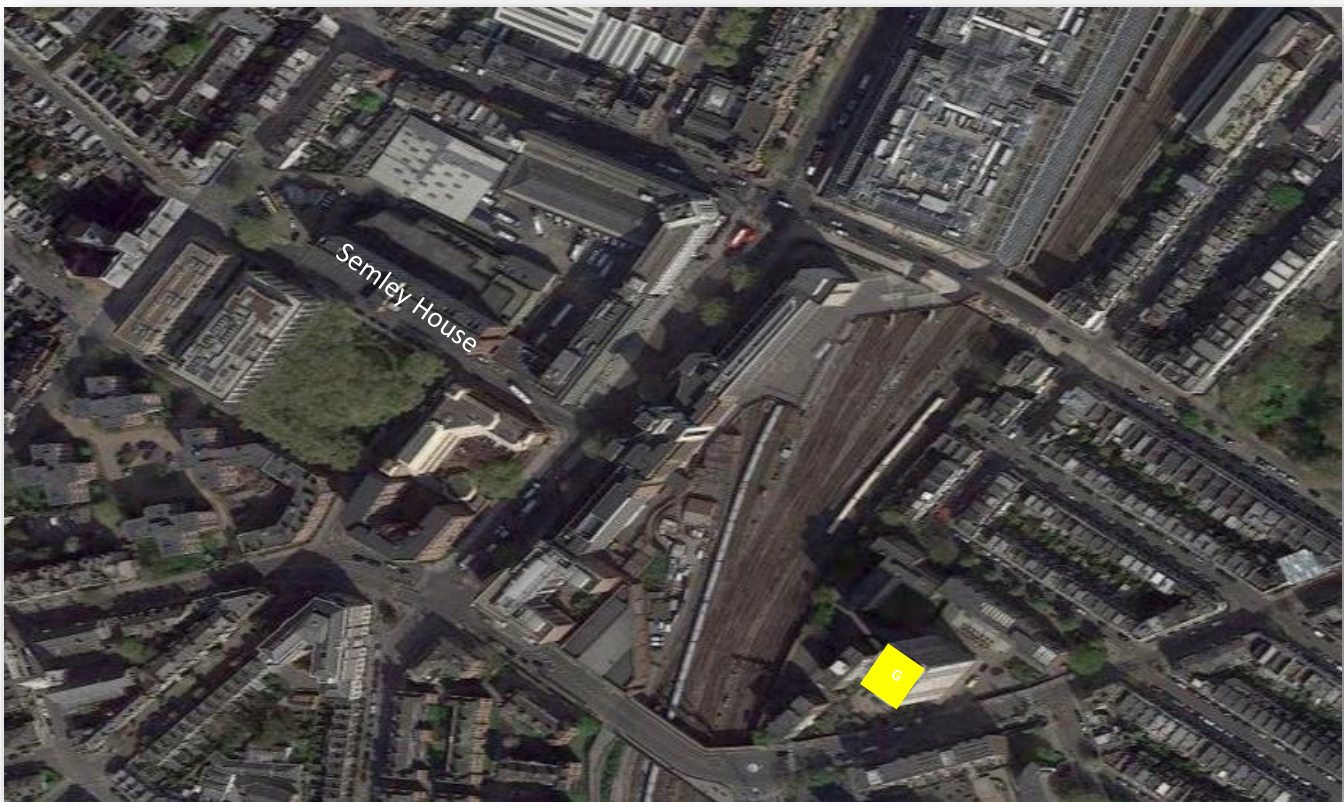


**Brunswick Court, Dalkeith Court and Hide Tower**, we propose to erect a temporary site set up at the base of Hide Tower using the area to the left of the tower when viewed from the front entrance elevation (marked in **yellow** above) The temporary accommodation will include a site office/meeting room, welfare unit, stores, WC unit and waste skip. Subject to agreement, the temporary units may be double stacked to reduce the footprint and be enclosed within a compound fence minimising the site compound footprint. This location will minimise impact on access and egress for residents, members of the public and emergency services. The two trees close to the compound area will be suitably protected.



**Semley House**, there is extremely limited space for any form of site set up; the building is adjacent to Victoria Coach Station to the rear, has the busy Semley Place at the front and is located on top of an NCP car park and several retail units. We propose therefore to manage the works at Semley House from our current main office location on the ground floor of Glastonbury House, located just 5 minutes walk away. A small section of our Glastonbury office area will be allocated to the delivery team for Semley House, providing dedicated work space for the Site Manager and Resident Liaison Officer.

Storage space and welfare facilities for Semley House will be located to the rear of Buckland House (next to and shared with Glastonbury House)



Both areas are 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. Fortunately both sites are located within walking distance from Victoria Station, a major London transport hub with underground, national rail and bus service connections.

A photographic precondition survey will be undertaken to capture the condition of the site set of both site set up areas, all distribution routes including roadways, footpaths, entrances, communal areas, landings stairways and lifts. The site set up areas will be restored to their pre works condition on completion.

We have identified in close proximity to the two sites the following local stakeholders and will ensure we liaise with them on any issues that could directly affect them both prior to works commencing and during the construction phase.

- Management of the apartments at Lewcos House and 53 Regent Street, both of which are in very close proximity to both Brunswick and Dalkeith Courts
- All retail units at ground floor level in Semley Place



- The Shell service station located to the north end of Semley Place
- The NCP car park located on the 1<sup>st</sup> and 2<sup>nd</sup> floors with both entrance and exit into Semley Place
- Victoria Coach Station Management.

**Site Logistic Maps indicating proposed delivery and distribution routes:**

**1. Brunswick Court, Dalkeith Court and Hide Tower**



**Site distribution routes**

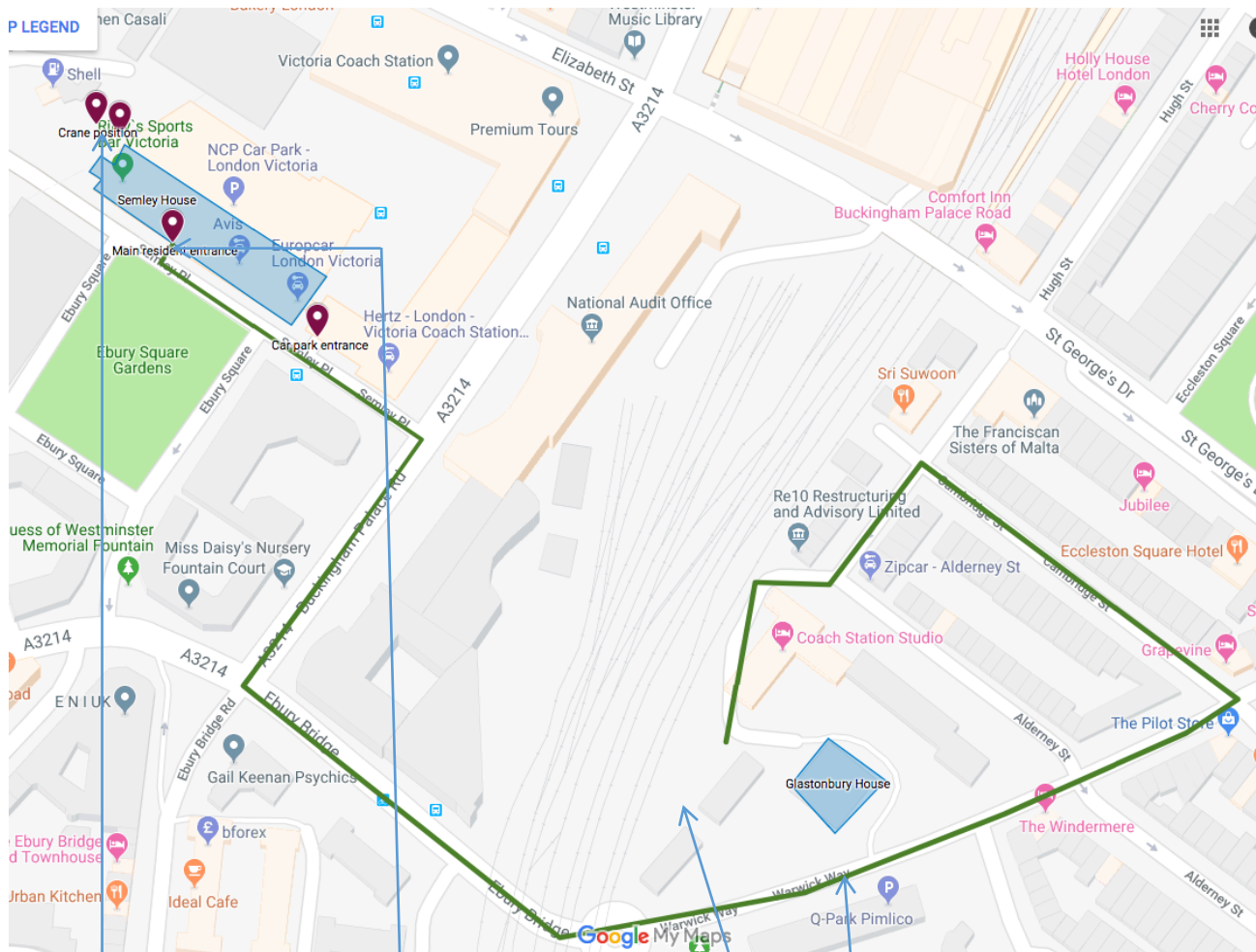
There are two transport approaches to the site:

1. From Vauxhall Bridge Road to the west using either Chapter Street or Regency Street
2. From Horseferry Road to the east using Regency Street and Vincent Street

Delivery and collection vehicles will use the Hide Place entrance to the site, close to the proposed site compound, for loading and unloading.

On site material distribution and waste collection will be via the marked routes, using motorised trolleys and a light truck. For the option1 hoist position at Dalkeith Court, the pedestrian access gate in Vincent Street with the ramp up to the podium level would be used for material distribution and waste collections.

## 2. Semley House



Car park exit

Main entrance to **Semley House**

**Semley House** temporary site compound (rear of Buckland House)

Distribution route between the site compound and **Semley House**



### Semley Place

Semley Place carries a high volume of coach traffic into & out of Victoria coach Station. There is also access to Belgravia Police Station via Ebury Square (one way street) to consider

All deliveries to the property will require careful management avoiding peak commuter times, 'school runs', etc.

There is limited parking to the front of the property for delivery vehicles to pull up

The map below indicates the delivery and collection routes to and from Glastonbury House, these will be the routes used for supplying the Semley House site compound located nearby to Glastonbury House, at the rear of **Buckland House**



## 2.2 Material storage and deliveries

### 2.2.1 Brunswick Court, Dalkeith Court and Hide Tower

Vehicular access and egress for deliveries and waste removal will be via the rear of Hide Tower car park using the Hide Place entrance, which is located close to our temporary site compound.

A member of our site management team will be designated to take responsibility for the control of vehicle movements. We will take the following steps to ensure that the car park access road is not restricted at any time.

- The gate to the rear car park entrance will be locked after every delivery or collection
- When deliveries are taking place and the gate is open, a no entry sign will be placed at the entrance to deter any other vehicles from using it
- All deliveries and collections will be timed
- Our suppliers will deliver using small trucks, no articulated lorries will be permitted
- We will liaise with Westminster City Council's refuse collection contractor to avoid clashes on refuse collection days
- Deliveries/collections will be met and guided into the unloading area
- Deliveries/collections will be limited to one vehicle at a time to avoid potential blocking of emergency vehicles
- School runs and peak travel hours will be avoided for scheduled deliveries whenever possible

All materials will be delivered to site on a 'just in time' basis i.e. all plant & equipment should 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 workface.

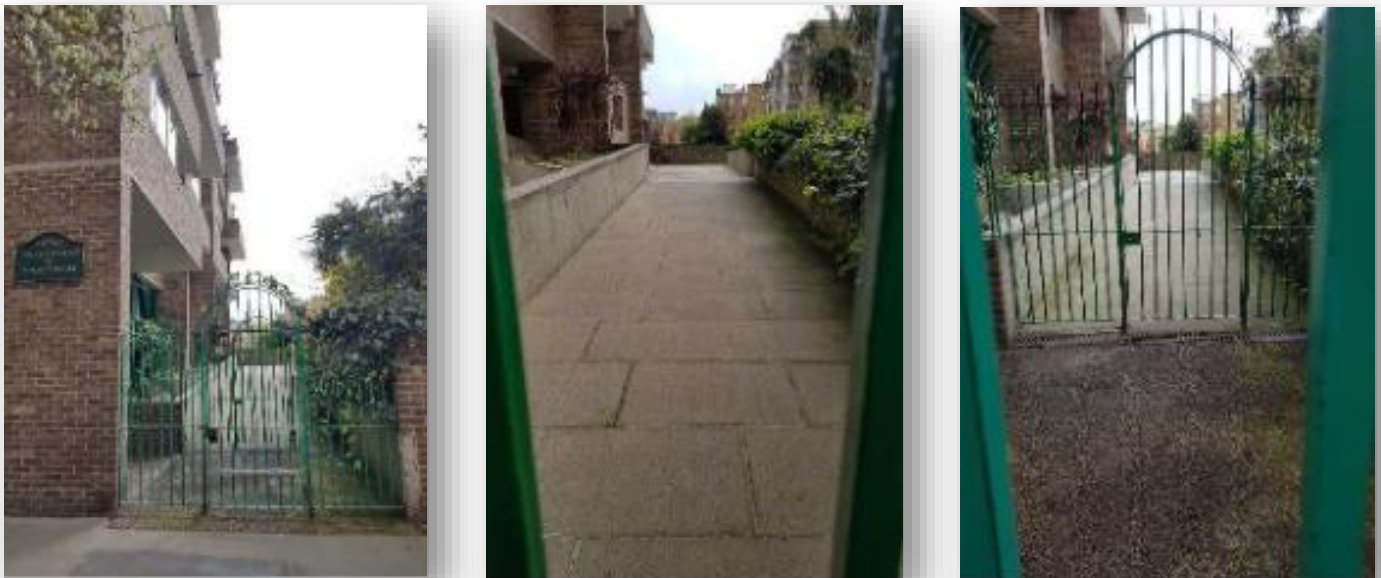
Materials will be stored in line with best practice, manufacturer guidelines and COSHH requirements. Working with our key specialist's supervisors, our site manager will be responsible for logging and maintaining stock inventory as well as managing material distribution from our storage/holding area to the work faces on a just in time basis. All material deliveries will be tracked by purchase orders and consignment numbers and recorded.

Material distribution on site from the holding area to the workface will vary from block to block as follows:

**Hide Tower** - distribution & operative transit will be via ground floor fire escape door, lift, communal walkways and landings. The plant and equipment required for the roof top ventilation system plant rooms will be transported up the building by use of one lift (with agreed contractor use timetable) then up the staircase to the lower level roof & from there to the roof top plant room. Careful use of the lifts is considered the most economical solution given the height of the building and prohibitive costs of using a crane or mechanical hoist. There are two smaller access hatches via the tenants Meeting room which may be used if plant & equipment proves to be small enough to pass through which could be utilised.



**Brunswick and Dalkeith** - distribution & operative transit will be from the Hide Tower holding area via the stairways, lifts, communal walkways and landings. Hoist access will at the rear of Brunswick & gable end of Dalkeith Courts at podium level to minimise use of the main entrance lobbies. There is ramped access from Regency St to the front of Dalkeith where equipment can be 'trucked' on palettes for example, alternatively goods may be hoisted up to podium level from the road servicing the 'underground' Car park below the podium.



**Dalkeith Court, Regency St Entrance to podium via ramped footpath**



### **Brunswick & Dalkeith Podium area. Locations of Goods Hoists**

Subject to satisfactory temporary works assessment (due to the car park below), track operated goods hoists will be erected to both blocks to transport the replacement ventilation equipment to the roof top plant rooms. The hoists will be located on the podium level, with suitable propping erected in the garages below if needed. There is a second option for the hoist at Dalkeith Court from ground level to the roof, which avoids the need to transport the equipment across the roof in close proximity to the existing solar panel installation. A final decision on positioning of the Dalkeith Court hoist will be made when all risks & temporary works requirements have been assessed for both locations.

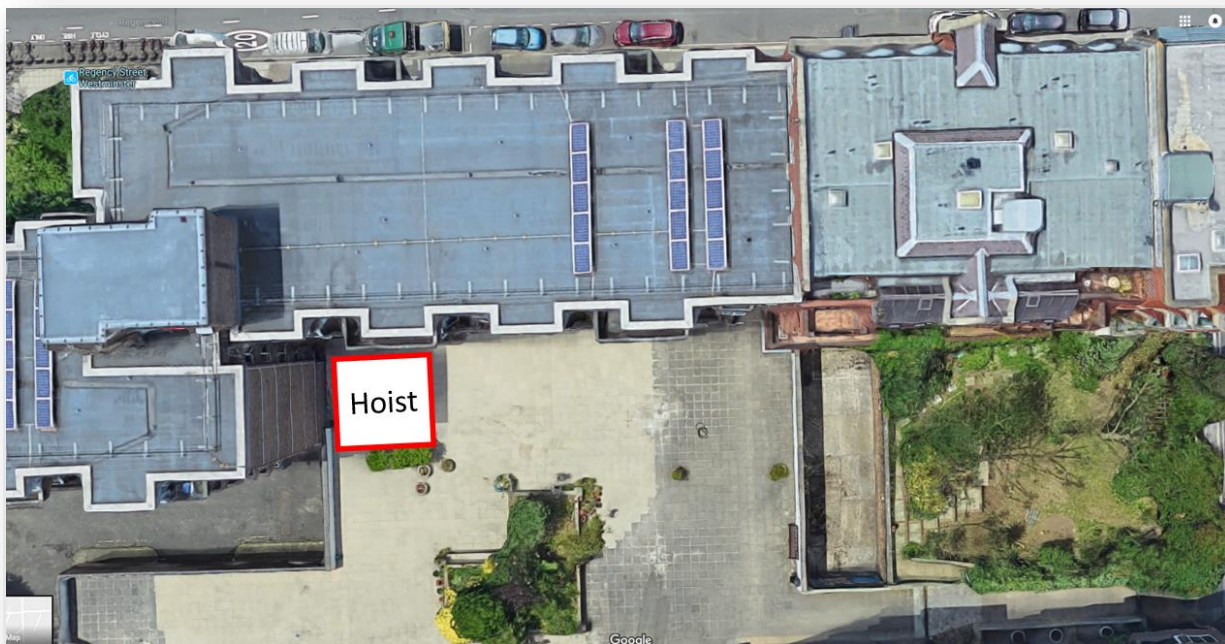
**Semley House** - distribution & operative transit will be via ground floor entrance, lift, stairways & landings. All plant and equipment including fire doors, new ceiling system and particularly the roof top ventilation system plant rooms, will be transported up the building by use of one lift (with agreed contractor use timetable) then through 11<sup>th</sup> hatch into the plant room above. There is a brick infill wall (shown below) which will require removal to facilitate plant removal & re-instatement (subject to TWA)

Careful use of the lifts is considered the most economical solution given the height of the building and prohibitive costs of using a crane or mechanical hoist. We have considered a mobile crane & the logistics of this given the lack of ground space for scaffold tower & hoist. This means of delivering plant to the room plant room has been discounted for the time being but is subject to final review when supply chain is engaged and plant & equipment selection has been completed.





### Brunswick Court – Hoist Location



### Dalkeith Court – Hoist Location (including option via Podium, as per Brunswick Court)



#### 2.1.2 Semley House

Vehicular access to the rear of Glastonbury House and Buckland House (location for the Semley House compound) is limited to a locked rear emergency and refuse vehicle entrance located in Hugh Street. This access is at the rear ground level below the podium deck.

A member of our site management team will take responsibility for the control of vehicle movements and we will take the following steps to ensure that the small access road is not blocked at any time.



- The gate to the rear entrance will be locked after every delivery or collection
- When deliveries are taking place and the gate is open, a no entry sign will be placed at the entrance to deter any other vehicles from using it
- All deliveries and collections will be timed
- Our suppliers will use small lorries, no articulated lorries will be permitted
- We will liaise with Westminster City Council's refuse collection contractor to avoid clashes on refuse collection days
- Deliveries/collections will be met and guided into the unloading area
- Deliveries/collections will be limited to one vehicle at a time
- School runs and peak travel hours will be avoided for scheduled deliveries

A light van or small truck will distribute materials from the holding store at the rear of Glastonbury/Buckland to Semley House as required. At Semley House materials will be off loaded at the main entrance and distributed via the stairways, lifts, communal walkways and landings.

It is intended that internal distribution of plant & equipment will be via the main entrance at ground floor level, lifts, stairways, landings, communal walkways & 11<sup>th</sup> floor Lift Motor Room access hatches assuming plant can be delivered in 'knock down' form for re-assembly in the plant room. This Caveat is due to manufacturers reserving the right to modify / improve their products / specification between now & manufacture.

### 2.2.3 All Blocks

For all four blocks we will maintain safe access and egress for residents at all times, particularly during periods where we are distributing materials internally.

Where we make use of the internal lifts to distribute materials an operative will be designated as lift operator to ensure:

- Residents are given priority
- Lifts are not overloaded
- Lifts are not misused and are suitably protected against damage.
- Peak times are avoided for UL lift dependant operations
- Operatives will continually move waste from the work face in 'Wheelie' bins or small caged trucks / barrows rather than in the normal plastic rubble bags. Larger items will be suitably 'wrapped' or protected to mitigate contact with any sharp any edges or corners of bulky items
- Condition surveys of lifts & communal areas will be inspected prior to and monitored whilst materials & waste is transited

All materials will be delivered to site on a 'just in time' basis i.e. plant & equipment will be scheduled to arrive ideally 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, any materials not delivered direct to the work face, will be taken to a holding and checking area within our site compound prior to distribution to the work site.

Materials will be stored in line with best practice, manufacturer guidelines and COSHH requirements. Working with our key specialist's supervisors, our assistant 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 faces on a just in time basis. All material deliveries will be tracked by purchase orders and consignment numbers and recorded.

### 2.3 Waste Management Protocol

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 plans for this Ventilation and Fire Safety Project will meet 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, for example, encouraging maximum use of off-cuts.

Our Waste Management plan will be based on the WRAP (Waste & Resource Action Plan) template, set up (and monitored) by our SHEQ manager. Using the WRAP site waste management tool we will monitor the recycling of waste from the project as a Key Performance Indicator.

As the site locations are too congested for us to set up an 'on site' material recycling process area we will engage our specialist waste management partners to supply skips/clear waste from site and then separate and log materials recycled at their licensed 'off site' location.

The on site waste skips will be located at the rear of Glastonbury / Buckland House (for Semley House) and within our site compound at Hide Tower for ease of delivery and collection. Any waste skip on site will be of the lockable type, reducing the risk of waste contamination with 'non-works' associated waste and creating a cleaner and safer working environment. Secure skips will also prevent unauthorised access out of hours and potential arson attacks

Our specialist waste management partner will undertake the removal of bulk waste from our collection points, collecting full and delivering empty skips as required. They will segregate recyclable from non-recyclable materials and provide certified reports on weight and segregation data for each skip load as well as precise waste to landfill and waste recovered percentages. The data from these reports will be readily available to Westminster City Council both 'on line' and in hard copy.

Operatives will continually move waste from work face collection points as described above, to our enclosed lockable skip to prevent build-ups. Our waste management specialist will remove full skips on a scheduled basis or as required by the Site Manager.

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 packaging products to reduce the number of waste skips used throughout the project.

We can provide a material salvage option to Westminster City Council, setting aside certain agreed components for future maintenance and repairs. This service would be organised by our Site Manager through the recording and storage of salvaged items in a secure area. We would make all operatives aware of what items should be set aside for salvage and arrange to deliver these to a designated local storage facility.

## 2.4 Works Methodology

### 2.4.1 Toilet and Bathroom Extract Ventilation

There are three main elements to this work:

1. Cleaning the main distribution ducts throughout the buildings
2. Works within the roof top plant rooms:
  - Asbestos removal
  - Replacing the existing extract fans, installing silencers and modifications to the existing ductwork.
  - Upgrading the fan control systems
  - Improvements to safe access arrangements
  - Upgrading the small power and lighting facilities
3. Works to dwellings: (Access Challenge – will require Client assistance / intervention)
  - Removing old extract grilles or extract fans from the communal system
  - Cleaning the local section of ductwork
  - Installing new 'surface mounted' grilles, volume control & fire dampers or fire rated air valves
  - Improvements / cleaning of make-up air trickle vents
  - Making good
  - Commissioning

For the works within the dwellings, pilot/sample installations will be carried out in advance of the main programme to establish the most efficient method of working and to benchmark the quality standard.

Works will commence with the communal duct cleaning, working down from the roof area to the basement or ground floor. (Notable exception is Semley House) Once the upper floors have been cleaned, works to the dwellings will commence, again working down the blocks from the top at a production rate of approx' five installations per day. A further visit will be required to each dwelling to commission the system following completion of the new extract ventilation installation.

The corridor ceiling in Semley House will be replaced concurrently with the ductwork cleaning, further details below in 2.4.2 - fire Safety works section.

Works to the plant rooms will run concurrently with the other work elements, starting with the access improvement works to improve safety and to enable equipment to be brought in and out of the plant rooms.

During the course of the work there will be short periods where the toilet and bathroom extract systems are shut down, e.g. removal of the old fans. Methods statements will be developed to reduce these periods to a minimum through careful planning of the changeover operations. (Semley House is particularly affected in this respect, as one of the two large fans has to be removed before the second fan can be accessed). Residents will have advance warning of any planned shutdown of the system through our Resident Liaison Officer and Site Manager.

Where works are taking place inside the resident's homes, we will sequence operations to reduce disruption to the residents to the minimum possible.

## 2.4.2 Fire Safety Works

**Brunswick Court, Dalkeith Court and Hide Tower** - On commencement of the project, verification surveys will be carried out to all tenanted Front Entrance Doors to flats (FEDs) and communal fire doors. Once a replacement schedule is agreed with Westminster, manufacture of the doors will commence followed by an installation period timed to complete along with the ventilation works.

**All blocks** – following final verification, other fire safety related works, including, fire stopping and electrical containment upgrading and lighting improvements to communal areas, would be undertaken within the contract period.

**Semley House** – the communal area particleboard false ceilings are to be removed and replaced to improve fire safety. The removal operation will be synchronised with the duct cleaning & any fire stopping works, commencing from the top floor down to allow access to the lateral ducts housed in the false ceiling. Replacement (non-combustible) ceilings will follow the duct cleaning & any other FRA works, again working down from the top floor.

The communal area ceilings in Semley House will be removed under controlled conditions to minimise dust and allow residents to access their homes safely.



## 2.5 Access process to individual properties and communal areas

Access to **individual properties** to all blocks will be required for:

- Removing old extract grilles
- Cleaning the local section of ductwork
- Installing new 'surface mounted' grilles, volume control & fire dampers OR fire rated air valves
- Improvements / cleaning of make-up air trickle vents
- Making good
- Commissioning
- Replacement of front entrance doors.

To manage access to each property for these works we have developed a bespoke residents communication and engagement plan. This is explained in detail in Section 6 of these proposals. The plan includes:

- Flexible appointment times to accommodate residents.
- Provision of translated services if required ensuring effective resident communication.
- Adequate notice of access requirements, with reminders sent, 1 week then 24 hours prior to needing access (in 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

**Communal area** access is required for:

- Movement of materials and operatives to and from ground level to the top of the building
- Removal of waste material to ground level.
- Entrance /Communal door replacement
- Removal and replacement of suspended ceilings (Semley House only)
- Cleaning ventilation ducts
- Fire safety works

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

- Photographic condition surveys of communal areas and lifts before works start.
- Landings and walkways kept clear ensuring emergency exit routes are open at all times.
- Use of 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 e.g. essential shut downs of the extract ventilation system

## 3.0 Programme and Resource Plan;

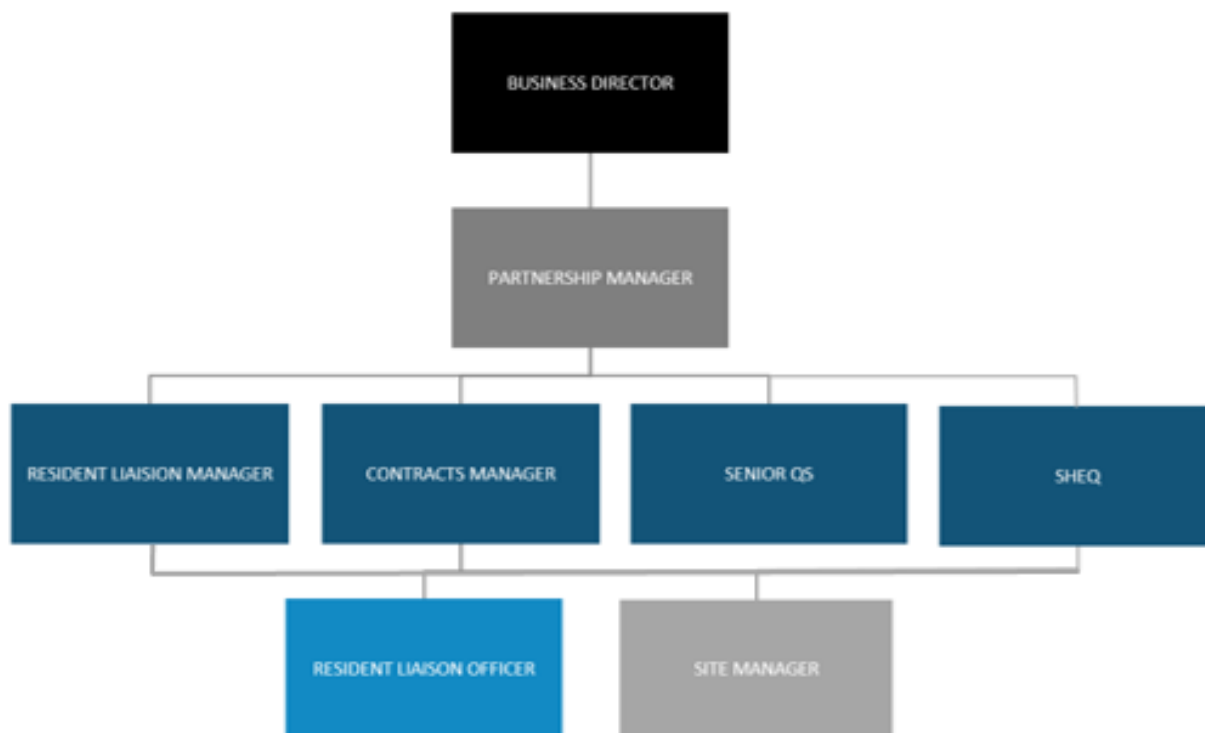
### (Full Chart Identified as Appendix B)

The overall construction period for the Construction works is 42 weeks.

See below a summary of start/completion dates & durations for each block. (dates correct at time of SPP submission, as per Partnering timetable)

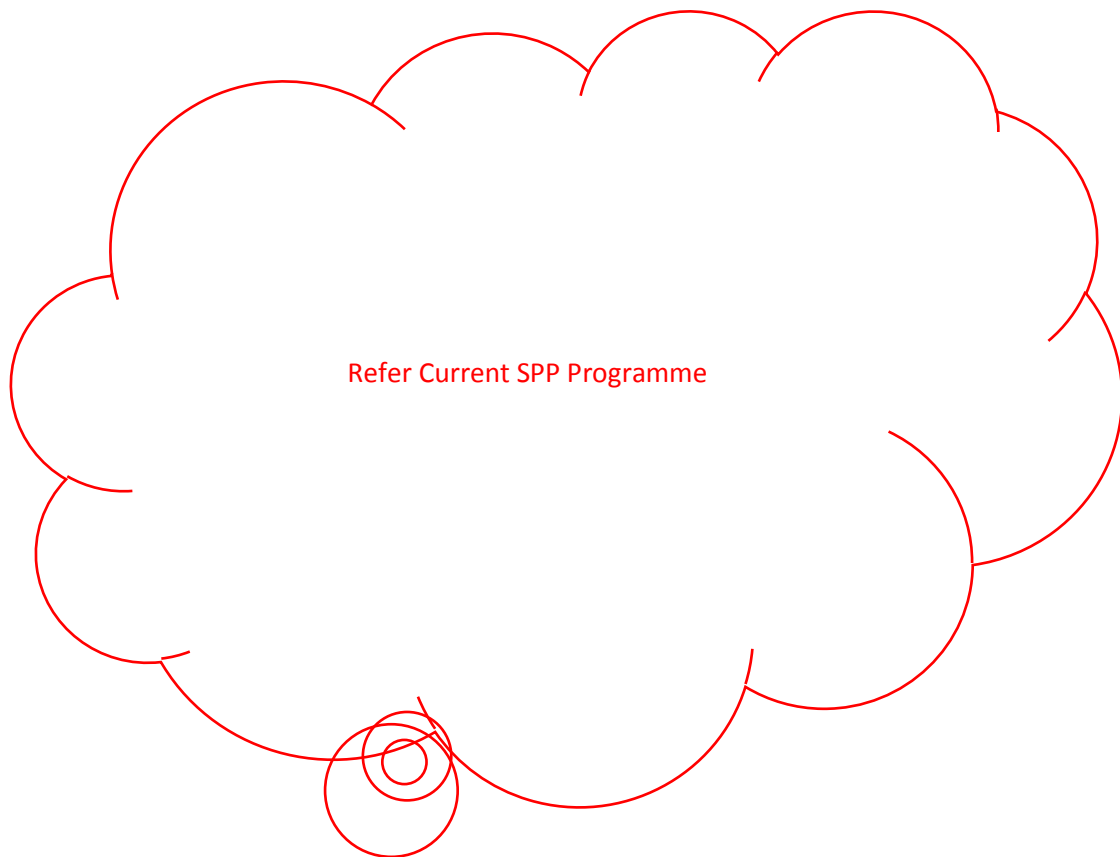
Block	Start Date	Finish Date	Duration
1-53 Brunswick Court	11 <sup>th</sup> October 2019	5 <sup>th</sup> March 2020	20 Weeks
1-30 Dalkeith Court	18 <sup>th</sup> October 2019	20 <sup>th</sup> February 2020	17 weeks
1-162 Hide Tower	30 <sup>th</sup> October 2019	20 <sup>th</sup> April 2020	24 weeks
1-104 Semley House	7 <sup>th</sup> April 2020	11 <sup>th</sup> August 2020	19 weeks

### 3.1 Resource Plan



### 3.2 Resource Schedule

Identified below is our resource schedule for this project.



## 4.0 Commercial Summary

COMMERCIAL SECTION ISSUED UNDER SEPARATE COVER



## 5.0 Risk Register.

Date	Risk Event	Outcomes	Indicators	Risk manager	Likelihood	Impact	Risk Score	Generic Management Controls	Specific Mitigation	Deadline	Likelihood	Impact	Residual
	Failure to achieve any Project KPI targets	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
	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 contractor;	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; Action Plans implemented for low satisfaction; ongoing service improvement reviews	Ongoing	1	4	4
	Loss of key team members from UL & Westminster	Programmes delayed, residents frustrated, lack of consistency/continuity, lack of knowledge		UL/Westminster	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
	Poor supply chain performance i.e. quality, programme and health & safety	Works delayed, quality impacts cost and UL/Westminster 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
	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 Westminster 10yr framework ethos	Ongoing	1	2	2
	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 Westminster for possible specification change if persistent issue.	Ongoing	1	1	1

	Defective workmanship leading to delays and re-work	Increased costs of remedial and preliminary costs. Poor UL/Westminster 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
	Delays in achieving planning consents & approvals	Works delayed and potential of re-design and work increased costs		UL/Westminster	2	4	8	UL/Westminster 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
	Party wall notices and awards	Increased costs to project and delays		UL/Westminster	2	5	10	UL/Westminster to identify Party Wall Issues as part of scoping survey following receipt of brief	UL to allow suitable time periods in programme; review property list and scoping surveys and identify any potential Party Wall issues which may have been missed; ongoing review of Party Wall matters to ensure Awards or consents in place prior to commencement of works; Utilise Master programme to determine potential future programme issues.	<b>N/A to this project</b>	1	1	1
	Changes to work scope and specification	Increased costs to project and delays		UL/Westminster	2	4	8	Agree final scope during proposal document formulation and prior to issuing of commencement order;	Identify allowances for works which may be difficult to quantify; joint surveys with Westminster to define any quantity allowances; maintain accurate/ clear variation register with regular review with Westminster team; ensure any potential leaseholder cost increases are notified at earliest stage;	Ongoing	2	4	8
	Delayed responses to information required schedule items	Follow on works delayed impacting on programme and costs		Westminster	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 Westminster to avert delays to procurement/programme	Ongoing	1	4	4
	Damage to residents and estate property & 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
	Disruption to local residents i.e. road access and Estate parking	Delay to Project, 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; avoid school run times for deliveries/ waste pickups; agree vehicle size restrictions for supply chain; minimise contractor parking. Estate Parking suspensions or options to be confirmed by Westminster prior to start on site.	Ongoing	3	1	3
	Disruption to underground and/or overground 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
	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	Ongoing	1	5	5

									out and recommission on completion; agree procedure with Westminster PM/CA in advance;				
Disturbing materials potentially containing asbestos	Risk of exposure to asbestos		UL	3	5	15	Westminster Asbestos Procedure; Tersus Asbestos Register; Specialist asbestos consultant & removal contractors to proposed and approved; Asbestos Awareness training for all personnel; CPHSP and Risk Register	Review of R&D Survey for each property; additional R&D surveys arranged through UL contractor; if asbestos removal required agree with Westminster Project Manager/CA in advance and engage approved specialist removal contractor (Licensed); RAMS in place; arrange resident decant if required; Asbestos Awareness Training mandatory for all project personnel with annual refresher training, tool box talks;	Ongoing	2	5	10	
Dilapidation surveys not being carried out	Claims and compensation for damaged elements		UL/Westminster	2	3	6	Part of the PEP is to develop and agree schedule of dilapidations	Ensure Westminster and local resident association are party to dilapidations survey and all stakeholders sign up and agree to schedule compiled	Ongoing	1	1	1	
Undefined team roles and responsibilities	Duplication, confusion and apathy		UL/Westminster	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	
Access issues disrupting Works	Delays, supply chain performance issues		UL/Westminster	2	5	10	Early engagement with T & RA	Establish at early stages with resident the importance of access throughout the process. Access is required for window surveys & installation to every room	Ongoing	1	3	3	
Lack of decision making	Delays to programme, frustration to all stakeholders		UL/Westminster	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	
Just in time deliveries	Delays to programme, frustration to all stakeholders, residents in particular.		UL/Westminster	3	4	12	Processes to be put in place for quick decision making, including alternate appointments	Site Team will explain benefits & consequences of last minute cancellations to residents at time of booking.	Ongoing	2	2	4	
Scaffold Obstructions	Scaffolding licenses required due to the need for scaffolding along various public highways		UL/Westminster	3	4	12	Appointed contractor to obtain scaffolding licences ahead of works commencing on site.	Independent scaffolds to all properties will be restricted to within site boundary, no scaffold on Public areas therefore no licences required' Monitor any changes & consequences.	Ongoing	2	2	4	

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

## 6.0 Resident Engagement and Communication Plan

A key factor for the success of this scheme will be communication with residents as each property will require internal works. We will engage with residents as early as possible, as set out below, to raise awareness of the works. We are providing a dedicated and experienced full time Resident Liaison Officer (RLO) for the Ventilation and Fire Safety Works Project who together with our Resident Liaison Manager will be responsible for resident engagement and communication. All members of the team, including our operatives, have a role in customer liaison and are trained to play their part in effective communication with residents.

Our RLO will be based within our ground level project office at Hide Tower and then at Glastonbury House to cover the works at Semley House.

### **Key aspects of our proposed resident engagement and communication service include:**

- Supporting residents throughout the project duration
- Liaising directly with Westminster's Resident Support Managers
- Planning and arranging access to residents homes when needed
- Resident profiling through home visits, ensuring we have up to date contact information and are aware of any issues that could affect the programme
- Liaising with relatives and carers to help us deliver bespoke service plans for vulnerable residents
- Hosting regular communication events (e.g. coffee mornings) for the residents to be held in the community meeting area on the ground floor of Hide Tower and Glastonbury House (for Semley House)
- Managing the United Living complaints resolution process
- Visiting residents whilst works are in progress in and around their homes.
- Providing accessibility to residents for one-to-one meeting through a defined surgery arrangement
- Setting up 'meet the contractor' events for all residents, introducing site management team, advising on the extent of the works and how they may affect residents.
- Inviting residents to monthly follow up meetings throughout the course of the works to report on progress and receive feedback
- Using the residents preferred choice of communication medium e.g. Email, text, social media etc.
- Providing multi lingual information packs with clear details of our site based team, our complaints process United Living customer services contact details, website address and emergency information
- Provision of a monthly block specific newsletter
- Reporting on resident liaison issues at project progress meetings

Our Resident Liaison Manager will support the project RLO, ensuring cover is available for any periods of leave or absence.

All United Living Resident Liaison Officers are equipped with 4G enabled I-pads running our contract management system known as EASYBOP. This technology facilitates a truly mobile workforce where they have every dwelling file at their fingertips enabling us to respond to resident concerns immediately without having to return to the site office.

Early review of the local area gives us an indication of the local demographics, providing us with a foundation from which to build our communication plan. All our communication will comply with the Westminster 'Project related communications and resident engagement requirements' whilst taking into consideration local themes and concerns.

Our starting point will be liaison with Westminster's Comms team to ensure we create a two-way communication flow. We will engage with the Housing Management team and any Resident Support Managers prior to any communication with residents to share information on the works and understand any tried and tested methodologies for communication in the area. We will write to every household affected by the works, introducing United Living and inviting every resident to introductory 'Meet the Contractor' events where we will introduce the site team, describe the works and capture any residents that may wish to become involved with the project in some capacity e.g. forming a residents project committee or attending 'walk the site inspections' with the Site Manager.

Given the number of residents on the scheme, we propose to organise several 'Meet the Contractor' introductory events to ensure all residents and any relatives/carers are able to attend in comfort. We propose these events are held in the ground floor meeting rooms of both Glastonbury House and Hide Tower, scheduled over a two-day period. We propose that 'Meet the Contractor' events are jointly hosted by United Living and City of Westminster to enable us to be able to field all queries that may arise.

Following the introductory events, we will listen to feedback on resident experiences with contractors this feedback will help us develop a protocol that takes account previous concerns. We will also jointly develop the customer communication documentation and relevant communication media, following up with a suite of final draft documents for approval before going live.

Our proposed resident engagement and communication plan for the Ventilation and Fire Safety Works Project is sum

**Prior to Works:**

1.	Joint introduction letter to residents from Westminster and UL	Mobilisation Period
2.	RLO presence on-site equipped with phone, mobile and IT	
3.	Schedule the Meet the Contractor events to introduce the team and explain the works	
4.	Letters, Resident Welcome Pack, Newsletters agreed for issue	
5.	Appointments made for RLO to visit every home	
6.	Letters issued to each resident to inform them of any survey appointments, scaffold erection, works commencement etc.	
7.	Initial visit coordinated where possible with surveys to minimise disruption. RLO to discuss the works, issue welcome booklets and identify any special requirements that may affect the way we communicate and plan the works. E.G. vulnerabilities, mobility issues, work commitments, carers, arranged holidays etc. RLO to undertake photographic condition survey.	
8.	Set up resident surgery schedule	4-6 weeks before works start
9.	Communicate key safe options for residents unable to provide access during the day	
10.	Appointments made for works with written notice, text reminders and home visits.	14/7/1 days in advance

**Actions during the works:**

11.	RLO introduces operatives to residents and ensures any special pre-arrangements are in place. RLO advises residents on security password procedure	On going
12.	RLO makes contact and visits residents to ensure continuous 2-way communication	
13.	Comments form left daily for resident to note issues or concerns. Site Manager and RLO check, respond, completing all actions and recording in resident issues log.	Daily

14.	Newsletters issued monthly (KPI information published in newsletters and on website)	Monthly
15.	Site Manger walks the block communal areas with residents representatives and stakeholders	Weekly
16.	Monthly resident progress meetings with resident representatives attended by RLO and Site Manager.	Monthly
18.	Community Investment Initiatives and events to support resident engagement	On going

**Post works actions:**

19.	Aftercare booklet issued to residents with instructions on maintenance, care and defects procedure – explained and demonstrated to resident	Completion
21.	Residents invited to review and feedback sessions	
22.	Call back 6 week after completion to check resident satisfaction with the works	Defects period

## 7.0 Quality Control

This section of the SPP shall form part of a live document that will be regularly updated and maintained by the United Living delivery team.

SECTION 1 ROLES & RESPONSIBILITIES	
Role	Responsibilities
Partnership Manager	Overall responsibility for project and contract quality performance
Contracts Manager	Quality assurance procedures; distributing quality plans; corrective/preventative quality audits action; managing escalated complaints; monitoring QA objectives
Site Manager	Day-to-day quality management; promoting quality awareness; managing complaints; liaising with quality auditor; managing corrective/proactive audit actions; resourcing; inspection & testing; training; site records; managing supplies; monitoring equipment; material handling & storage; control non-conformance
SHEQ Advisor	Provide advice/assistance; support site team; encourage good communication; analysis of quality data for internal audits; review causes of non-conformance; process improvement suggestions
Resident Liaison Officer	Managing communications with residents; managing complaints
Resident Liaison Manager	Develop uniform documentation and engagement procedures; ensure consistent liaison approach; ensure communication plan is implemented properly
Quantity Surveyor	Analysing costs; procurement of labour resources; valuing completed works
Buyer	Material purchases in line with master programme; compliance with approved specification; purchase materials with the relevant quality assurance accreditations.
Design Manager	Design development; review, verify and validate designs; manage design queries; responsible for design distribution
Project Administrator	Process requests for information; store, manage & track document versions; maintain documentation e.g. minutes, drawings, specifications, approvals etc.

SECTION 2 SUMMARY OF KEY DOCUMENTS				
Item	Description	Revision number	Date received	Storage location
1.	Scope of works			
2.	Specifications			
3.	Drawings			
4.	Manufacturers requirements			
5.	Contract requirements			
7.	Planning conditions			
8.	Building control requirements			
9.	Lessons learnt workshop			
10.	Samples and benchmarks			

## SECTION 3 DOCUMENT CONTROL

### 3.1 Document Control Schedule

Document Description	Format	Person Responsible for Storage and Distribution	Storage Location	Distribution List
Request for information (RFI) Schedule	Electronic	Contracts Manager	Aconex/Open Space	Project team/Westminster team, consultants
Master programme	Electronic	Contracts Manager	Aconex/Open Space	Project team/Westminster team, consultants,
Block programme	Electronic	Contracts Manager	Aconex/Open Space	Project team/Westminster team, consultants, supply chain
Procurement schedule	Electronic	Quantity Surveyor and Contracts Manager	Aconex/Open Space	Project team/Westminster team, consultants
Block/Property files	Electronic	Site Manager / RLO	EasyBOP	Project team/Westminster team, consultants, supply chain
Design Drawings	Electronic	Design Manager	Aconex/Open Space	Project team/Westminster team, consultants, supply chain

### 3.2 Records

Ref	Description	Person Responsible
1.	Daily site diary	Site Manager
2.	Requests for information	Site Manager/Contracts Manager
3.	Confirmation of verbal instruction	Quantity Surveyor
4.	Labour returns	Site Surveyor
5.	Material and plant schedule	Quantity Surveyor/Buyer
6.	Monthly progress report	Contracts Manager
7.	Subcontractor coordination meeting report	Site Manager
8.	Inspection and testing records	Site Manager

### 4.1 Document Control Schedule

*Our project administrator will be responsible for managing the document control system through our Aconex Project Management Software, liaising with the person responsible to ensure accurate records are maintained.*

## SECTION 4 MATERIAL HANDLING AND STORAGE

Person responsible for material handling	<i>Site Manager</i>	Position	Site Manager
Dedicated Storeman	n/a		
Material distribution driver	Subcontractor Driver / labourer		

### Material Schedule

Material Description	Arrival on Site		Ref No.	Storage Location
	Passed	Rejected		



<i>To be updated by site team</i>				
-----------------------------------	--	--	--	--

## SECTION 5 QUALITY ASSURANCE, QUALITY CONTROL AND INSPECTION AND TESTING

### Person responsible for Quality Standards

Name	<i>Name</i>	Position	<i>Site Manager</i>
------	-------------	----------	---------------------

### 5.1 Approved Material Samples

Trade task	Proposed specification	Date approval required	Approval granted	
			Yes	No
<i>Additions/ updates by site team</i>				
<i>Additions/ updates by site team</i>				

### 5.2 Approach to Achieving Quality Standards

Task	Method	Person Responsible
Sample approval/Pilot phase	<i>All materials used will meet Westminster specification or approved alternatives as agreed within the Service Providers Proposals (SPP). Alternatives products/materials will be pre-approved by Westminster prior to installation. Where practicable, we will undertake a pilot phase to set quality benchmarks</i>	Design coordinator/ Site Manager
Pre-inspection	<i>Where necessary, all areas will be pre-inspected prior to commencement to ensure they are suitable for works to proceed</i>	Site Manager
Quality spot checks	<i>All works will be subject to on the spot quality inspections throughout delivery. EasyBOP enabled iPads will be used remotely from site to check that installation/applications comply with specifications.</i>	Site Manager/ Assistant SM
Post-completion inspection	<i>All works will be inspected and signed off as complete prior to official handover to ensure defect free.</i>	Site Manager
Joint inspection with Westminster	<i>Access will be maintained to ensure Westminster can inspect completed installation to ensure quality standards are met.</i>	Site Manager

### 5.3 Calibration of Equipment

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

5.4 Inspection and Testing Schedule											Comments
No.	Work Element.	Key Inspection Requirements			Inspected By/When			Approved By/When			
		Pre-work Criteria.	During Construction.	Post Construction.	Pre	During	Post	Pre	During	Post	
1	Ductwork pressure / leakage test	Designer to ensure the correct design data is available for on site checking (drawings, schematics, etc)	Upon completion of ductwork sections, the new ductwork sections shall be tested for air leakage by confirming air volumes at strategic points in the system, eg floor by floor	Commissioning data to be provided and contained with O&M manual.	Designer	Mechanical Engineer / Site Manager	Subcontractor	Designer	Mechanical Engineer / Site Manager	Site Manager	
2	Extract Fans, including Controls.	Designer to ensure that the planned specification & duties are in accordance with current Regulations, CIBSE, etc	Contractor and UL site team to carry out volume & pressure checks to confirm specified fan performance & auto control operation.	Commissioning & warranty data to be provided and contained with O&M manual.	Designer	Mechanical Engineer / Site Manager	Mechanical Engineer	Designer	Mechanical Engineer / Site Manager	Site Manager	
3	Silencers / Attenuators	Designer to ensure the correct design data is available for on site checking (drawings, schematics, etc)	Noise readings should be taken before & after installation to validate performance	Commissioning data to be provided and contained with O&M manual.	Designer	Mechanical Engineer / Site Manager	Subcontractor	Designer	Mechanical Engineer / Site Manager	Site Manager	
4											
5											
6											
7											
8											
9											
10											

<b>5.5 Handover Documentation</b>			
<i>The following documentation related to the works (in addition to all collateral warranties) will form part of the O&amp;M Manuals issued post-handover.</i>			
No	Work Element	Documents	Person Responsible
1	Extract / Fan systems	Certificate of compliance including laboratory test & commissioning certificates	Site Manager
2	All electrical works	Electrical Inspection Condition Report (EICR) Minor Electrical Installation Works Certificate (MEIWC)	Site Manager
3	Fire alarm installation	Certificates of compliance including electrical certification in accordance with BS 5839-6: 2013.	Site Manager
4	As built drawings	As built drawings	Site Manager
5	Drainage / RWG	CCTV survey / Flood test	Site Manager
6	Asbestos Survey	Survey Results / Clearance Certificates / Waste consignment notes	Site Manager
7	Scaffold / Goods Hoist Design	Drawings & Pull test certification	Site Manager
8	Gas Procedures	CP1 / Gas check documentation	Site Manager
9	Roof Works	None identified	
10	External Repairs – Concrete Repairs	None identified	
11	External Decorations – Painting	None identified	
12	Internal Decorations - Painting	None identified	
13	Windows	None identified	
14	Front Entrance Doors	Warranties, (SBD, etc)	Site Manager
15	Carpets	None identified	
16	Misc' Mechanical Ventilation	All Plant / equipment instructions & guarantees	Site Manager
17	FRA (Passive) works	Guarantees & Building Control Sign off	Site Manager
18			
19			
20			

## SECTION 6 PROJECT REVIEW AND REPORTING

### List of meetings

Date	Meeting type	Reoccurring
TBC	Project Performance Review ( <i>site level</i> )	Fortnightly
TBC	Project Performance Review ( <i>Senior management</i> )	Monthly
TBC	Resident	Monthly
TBC	Subcontractor daily briefs	Daily
TBC	Subcontractor co-ordination	Fortnightly
TBC	Operational Performance	Monthly
TBC	Core Group	Monthly

## SECTION 7 PERFORMANCE

### Key Performance indicators

Ref	Area of measurement	Target	MLAP	Person responsible for Collecting Data
1.	Westminster satisfaction with the Service Providers overall performance	9	7	Westminster Project Manager
2.	Service Providers satisfaction with Westminster	9	7	Contracts Manager
3.	Health and Safety	AIR = 400	AIR = 422	SHEQ Advisor
4.	Diversity	BME=20% Female=10%	N/A	People Services/ Contracts Manager
5.	Social Value	100%	90%	Social Value Manager
6.	Predictability – Time	+/- 0%	+/- 10%	Project Manager
7.	Defects – Handover	100% (5)	60% (3)	Project Manager
8.	Predictability – Cost	+/- 0%	+/- 10%	Quantity Surveyor
9.	Interventions - resolution	100%	80%	RLO/Project Manager

## SECTION 8 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	P J Morey	Position	Contracts Manager
Signed	<i>P J Morey</i>	Date	<i>1<sup>st</sup> March 2019</i>
Review by	Pat Mangan	Position	Partnership Manger
Signed		Date	

## **8.0 Subcontractor Considerations (Business Case and Approval)**

BUSINESS CASE & COMMERCIAL SECTION ISSUED UNDER SEPARATE COVER

## Appendices

- A Construction Phase Health and Safety Plan**
- B Programme (Gantt /chart)**
- C Specification**
- D Works Schedules**
- E Drawings**
- F Cost Plan**