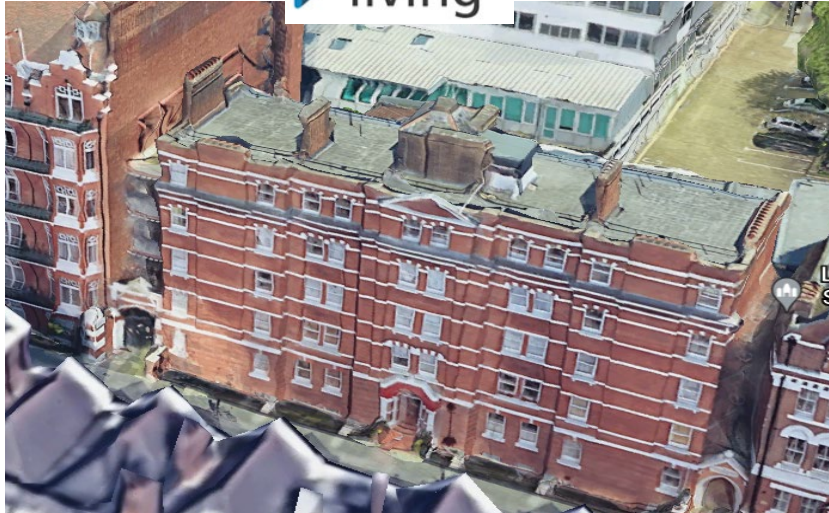


Service Providers Proposals (SPP)

AB107 – York Mansions External Refurbishment Works



City of Westminster



Version control

Revision	Date	Prepared by	Authorised by	Director	Details
0	24/10/2021	RW			Draft
1	25/10/2021	RW			For Issue

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1.0 Service Provider Proposals (SPP) – Overview

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

- Westminster City Council (WCC) Client Brief AB107
- Previous information and correspondence from the first issue of the SPP by United Living

Throughout the development of this SPP, we have refined our strategy for delivering the scheme and re-engaged with various Contractors and Supply chain for successful delivery of the Project. Detailed within are conclusions to form this proposal along with supporting information and justifications provided throughout.

1.1 Key Contributors

Following confirmation that the SPP could be developed straight from Client Brief stage, based on the previous history and information gathered on the estate, United Living (UL) has assembled a team to support the production of information for this SPP. The contributors and their responsibilities for the development of the proposals are:

United Living Project Team

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

Consultants to United Living

- Potter Raper Partnership - Principal Designer

Supply Chain

- Tersus - Asbestos R&D surveys

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- IKO – Balcony walkway coatings
- PKS – Scaffold / External Access
- Total Protection – Fire Door Installation
- Grady Joinery – Fire Door Supply & Certification

1.2 Third Parties and Community Stakeholders

Planning

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

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

Building Control

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

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

1.3 Project Summary

This project is a minor planned maintenance programme to York Mansions, 84 Chiltern Street, W1U 5AL. It was constructed in 1919 and is of red stock brick solid wall construction with a pitched, tiled timber-framed roof. Flats are accessed via a central stair core leading to external access walkways to the rear of the building. There are 24 flats within the block, arranged over six storeys including the basement. The property sits within the Portman Estate conservation area and the Planning Drawings and approval have been provided in Appendix E.

This Project consists of full preparation and installation of IKO Permaphalt coverings to the rear external access walkways and Fire Door replacement works to all tenanted properties (with opt-in for lessees)

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In respect of the balcony asphalt works, it has been proposed that we remove the existing system back to the screed and relay with a polymer modified asphalt system in accordance to an IKO specification, which is contained in Appendix C, to obtain a 20-year guarantee. The previous liquid applied overlay system installed under R101 subsequently developed blisters and failed, hence the necessity for a full strip and replace.

The current door sets do not provide a minimum 30-minutes fire and smoke resistance and would not perform to FD30s standard in accordance with BS476 in a test condition. The FED to Flat 9 has previously been replaced by Morgan Sindall and is the archetype in which the planning permissions were submitted along with the Design & Access Statement. Whilst all tenanted properties are having new FED's, United Living strongly advise that WCC ensure it is mandatory for all lessee's to replace their FED's to ensure compliance with the Fire Safety Act 2021

Access scaffolding will be erected to the rear elevation of the block as to allow access for the balcony asphalt works.

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

1.4 Community Liaison

York Mansions consists of 24 units located in one 5-storey block of 4 flats, on Chiltern Street just off Marylebone Road. Due to the minimal works required we envisage our works to have a relatively low impact to neighbouring properties or businesses. The biggest impact will be the suspension of 4nr parking bays for the duration of works to facilitate the following:

- Mobile Site Office / WC Facilities for the duration of works
- Location for scaffold lorry during erection and dismantle stages
- Location for skip during asphalt strip and door removals
- Location for roofers compound / Asphalt Pot

Due to the relatively short Programme of works, the Community stakeholders will be given feedback on works progress via regular communication with our Resident Liaison team and will have direct access to the Site Manager for urgent issues.

2.0 Method Statement

United Living's proposals for the delivery of the York Mansions minor works programme are presented below;

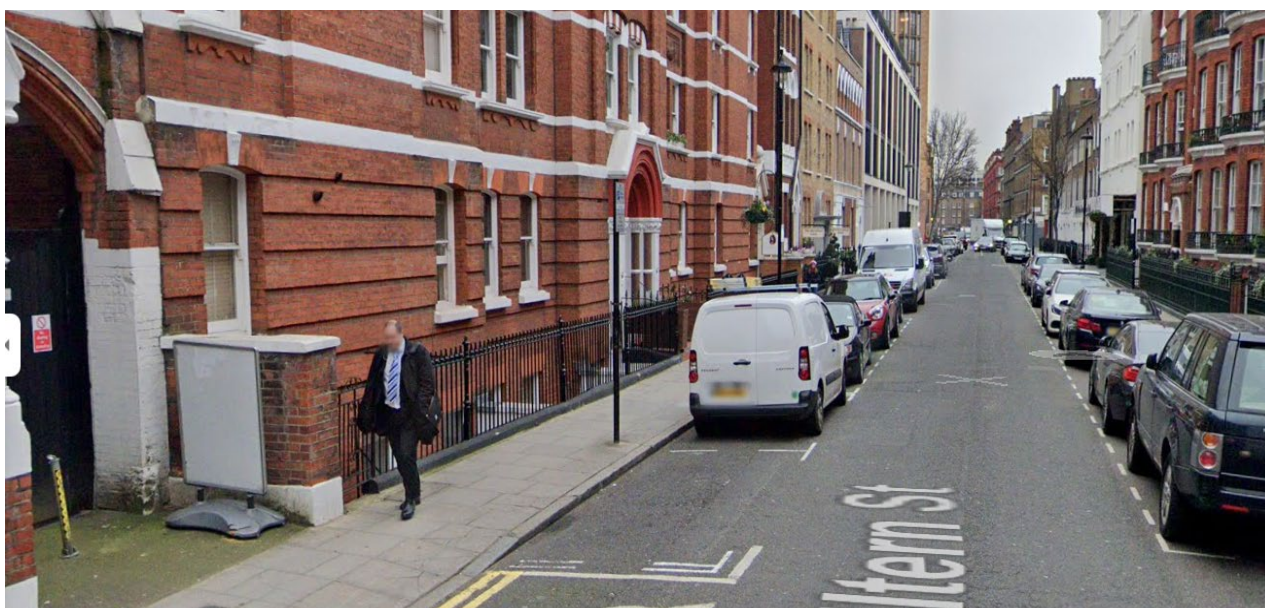
2.1 Site Set-Up Plan

Subject to agreement with WCC, we propose to suspend the parking bays outside of York Mansions on Chiltern Street and set up an appropriate mobile welfare unit for the duration of our works. (See Photo 1 below) The proposed setup is aimed to provide minimal disruption to the surrounding area whilst also enabling the safe Management of the site.

The proposed area will be given barriers and signage to safely alert members of the public with the compound to consist of the following:

- Mobile welfare unit consisting of: (see images 1 & 2 below)
 - WC
 - Seating Area
 - Changing area
 - Canteen
- Enclosed Skip
- Asphalt mixing pot

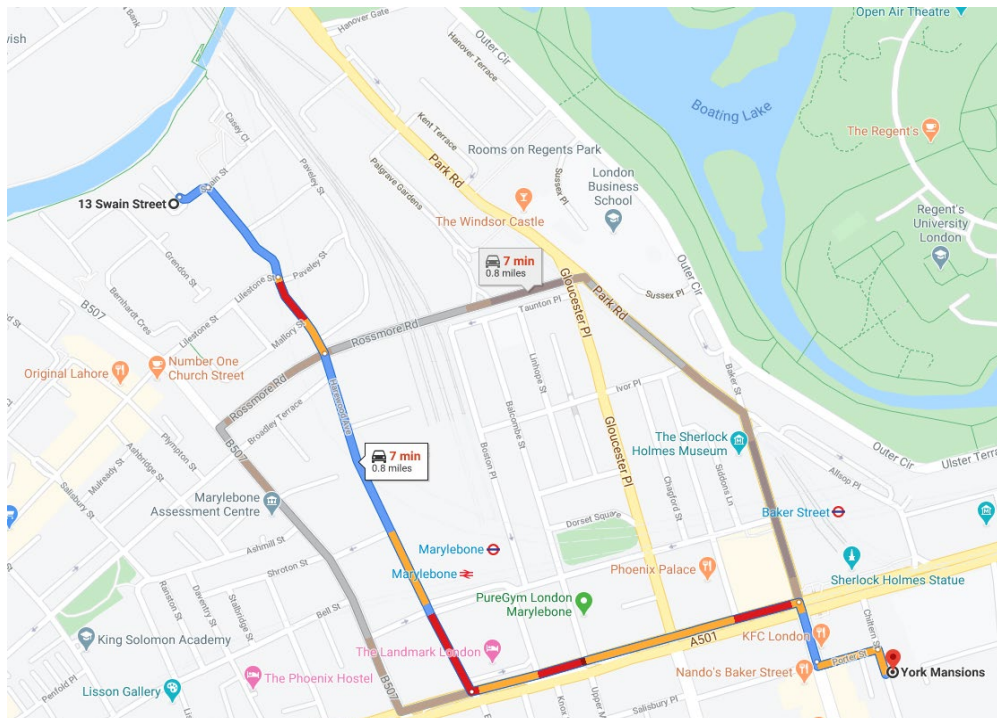
(Photo 1 – Parking Bay Outside York Mansions)



(Image 1 & 2 – Example of Mobile Welfare Unit)



The Project Team will also have access to the facilities located at the Lisson Green Estate which is 0.8 miles away and can be reached by foot in approximately 12 minutes. (Route depicted below)



York Mansions is located within the Congestion Zone. Therefore, both United Living members and supply chain staff will be encouraged to utilise public transport; with the Baker Street Underground Station a 5-minute walk to Site.

2.2 Material Deliveries and Distribution

Site deliveries will approach via A501 Marylebone Road, turning left into Chiltern Street with York Mansions are on the left-hand side.



To the left-hand side of York Mansions is an access route to 2 Romney Mews. (Pictured left)

United Living will liaise with the freeholder of this property to allow safe access to the rear of York Mansions. The scaffold will be specially designed to allow the safe loading and unloading of materials from this transit route.

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

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

Materials such as Front Entrance Doors will be delivered to Site on a 'just in time' basis i.e. they will arrive on the day of installation to reduce our storage requirements. Working with our fire door specialist's supervisor, our site manager will be responsible for logging and maintaining stock inventory as well as managing material distribution from a storage / holding area to the work faces on a just in time basis, being transported to the workfaces via ground floor stairways, communal walkways and landings. Safe access and egress for residents will always be maintained and particularly during periods where we are distributing materials via the stairways and landing areas.

Safe access and egress for residents will always be maintained, with collaboration during periods of the communal walkway replacement and the application of the new asphalt which will be inaccessible whilst the product cures.

2.3 Site Waste Management

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

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

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

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

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

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

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

2.4 Works Methodology

Mobilisation and Pre-construction Period

Activities to be undertaken during this period include:

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

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

- Identifying and contacting community stakeholders to arrange one to one liaison meetings
- Resident profiling surveys
- Ground Floor properties will require co-operation/attention to facilitate scaffold erection in these areas

Enabling Works

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

- Complete pre-condition surveys to the block, courtyards, estate roads and pathways
- Pre-condition surveys to dwellings (during resident profiling visits)
- Asbestos surveys (if required)
- Erection of scaffolding

Scaffolding

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

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

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

Works Sequencing

The scope of work is very straightforward and minimal. The snapshot from our programme below (table 2) indicates the construction phase's headline tasks which will start and complete in the first quarter of 2022

Construction phase plan headline tasks;

Task Name
Construction Phase
Front entrance Doors (Tenants only)
Flat 1A
Flat 2
Flat 13
Flat 17
Flat 18
Flat 21
Inspection & Handover
Scaffold
Install protection to GF communal areas
Erect Independent Scaffold to the rear of the property
Erect Loading Gantry
Install 200kg electric hoist to all levels suitable for bucket transfer
Asphalt works to Rear Balconies
Strip up existing liquid coated asphalt walkways
Cut chases as required & Apply Hi-Bond primer to all required areas
Lay 2 x coats to a depth of 25mm to the full walkway area
Apply finish detail to collars, upstands, waste pipes etc.
Apply 2 coats of white solar reflective paint to upstands and collars
Inspection & Handover
Completion
Strike Scaffold
Clear Site / make Good

Sequencing summary

The detailed work tasks required at York Mansions are grouped under the following headers:

Task Name
Construction Phase
Front entrance Doors (Tenants only)
Scaffold
Asphalt works to Rear Balconies
Completion

Scaffolding erection will commence at the same time as the Front Entrance Door installation as there will be minimal interaction and impact on one another.

Once the scaffold erection is complete, we will then commence works on the walkways – by which point, all FED's will be replaced.

Construction Phase/ Possession of Site

Throughout the construction phase, United Living will operate from our compound, which complies with CDM regulations and the Clients duty to provide. Although this will inconvenience some parking arrangements, it enables us to be close to the project's beating heart.

During the project's infancy, those who have not already been acquainted with the United Living team will be contacted for formal and informal reassurances and gauge resident profiles and specific needs.

Pre-Condition Surveys

We will require access to residents and leaseholders' homes to take condition photographs to protect your property and our interests as there will be several works activities that are internal. These include;

- Front Entrance Door Installations

Works Stage Generally External Façade

- Scaffold erection
- Hoist Erection

Asphalt Walkway Replacement

The first stage is to strip and remove of the existing asphalt back to the deck. This will be transported back to the skip and removed from Site. Next, we will cut the required chases for the upstands and apply the high bond primer. We will then apply 2 coats of liquid asphalt to the walkway area, dressing collars, upstands and waste pipes where required and allow to cure. Once dry, 2 coats of solar reflective paint will be applied to the collars and upstands. Inspections will take place at each stage of the process with final inspection will take place prior to offering to WCC for handover.

Front Entrance Doors

The door contractor will ensure, prior to works commencing, that the door is the correct type, size and colour and is free from any damage or deviations. Each stage of the door installation shall be captured by photographic evidence and will be fully inspected prior to offering to WCC for handover.

United Living will handle each element in isolation with public protection the utmost priority.

Typical in flat works,

Element	Access Days Required
Front Entrance Door Replacement	1 day

2.5 Access to individual properties and communal areas

UL will require access to individual properties in the blocks for:

- FED Replacement
- Surveys, inspection and resident liaison

Communal area access to each block is needed for:

- Erection of scaffolding
- Movement of materials and operatives
- Removal of waste
- Asphalt replacement to communal walkways

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

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

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

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

The majority of the external work we will be undertaking will require access to the communal walkways which will be accessed via the scaffolding with materials transported up the building via the goods hoist.

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

Access scaffolding will be designed; there will be a “beamed’ section over the rear access door and include weekly independent scaffold inspections. The scaffold will be equipped with:

- Working lifts at all levels in line with the communal walkways
- Debris netting to all elevations.
- Double boarding at 1st-floor level, particularly over rear gardens & communal areas.
- Lockable ladder access hatches.
- Foam sleeves to all standards at ground level.
- Goods hoist for safe transportation of materials and waste.

3.0 Main Contract Programme – Refer to Appendix B

The overall construction period for the Construction works is 8 weeks.

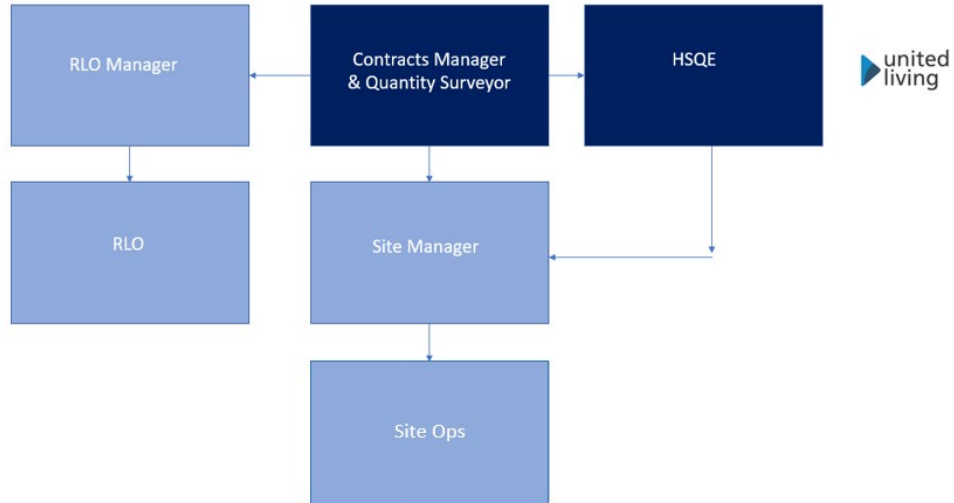
The programme has been developed by utilising a 'staggered start' approach to each stage of the asphalt replacement.

Prior to this document's development, a Planning Application has been submitted and approved;

Block Name	Description	Application	Portal Ref	Decision
York Mansions	York Mansions- FED	21/03563/COFUL		Approved 15/07/2021 Expiry 15/07/2024

- Planning Application & Decision Notices are included in Appendix E.

3.1 Resource Plan



4.0 Commercial Summary

Refer to more detailed documents Appendix G – Cost Plan.

5.0 York Mansions – Risk Register

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

6.0 Resident Engagement and Communication Plan

Community Engagement

Effective community engagement and liaison with residents will be crucial for successfully delivering the York Mansions project. The works will affect all residents to some extent with the asphalt replacement being the most 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 occur by clearly explaining what will be happening and demonstrating that we are listening and are flexible in adapting our processes to suit local conditions. We will aim to manage expectations and help engender support for what we are doing.

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

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

Resident Liaison Team

Our Resident Liaison Manager (RLM) and Senior Resident Liaison Officer (SRLO), will allocate a trained and experienced resident liaison officer to engage and support York Mansions residents over the entire course of the programme to include pre-commencement, works delivery and post-completion stages.

Consultation Strategy

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

Resident Involvement

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

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

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

Understanding resident’s religious and cultural beliefs will enable us to tailor our services. For example, we will avoid carrying out works for those households observing Ramadan and start later and finish earlier to allow for meal preparation. We will develop a cultural and religious events calendar which our resident liaison team will use to plan appointments and works considerately.

Liaison and communication processes

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

6.1 Resident Communication Plan (Project AB107)

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

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

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

		<ul style="list-style-type: none"> • Prepare and display hazard and disruption notices where necessary. • Send appointment letters and reminders and record 'no access' and escalate to WCC accordingly. • Bespoke FAQ if required, to address specific concerns such as health and safety issues, change in project team or scope of works. • In-flat sign in sheet is to be displayed in flat while works are in progress. Sign in sheet will have contact details and we will leave feedback cards for residents to leave their comments. • RLOs will record visits and calls on Easy BOP. • Daily visits.
On site	Weekly	<ul style="list-style-type: none"> • The contractor will arrange access via the 3-letter process. • All residents will be contacted by letter to arrange convenient appointments for works inside their home • Any properties that fail to respond following the 3-letter process will be forward to WCC for assistance gaining access. Photographic evidence will be provided. • All appointments will be followed up with an appointment confirmation letter. • Complaint and compliments tracker to be sent to WCC.
Pre-handover	Snagging	<ul style="list-style-type: none"> • Contact residents and other stakeholders to report any snagging issues. • Collate residents snagging issues for resolution.
	End of Project confirmation	<ul style="list-style-type: none"> • Notify residents and other stakeholders that the project is complete and entering the defects period. • Confirm the procedure for reporting defects.

During the defects period	Defects inspections	<ul style="list-style-type: none"> • Arrange access and appointments for defects works. • Record any no access and escalate to WCC accordingly.
End of defects period	End of defects period	<ul style="list-style-type: none"> • United Living to notify residents that the defect period is over and the contact details for reporting future issues.

6.2 COVID-19 Response

Throughout the Pandemic, we have worked hard to create bespoke policies and procedures aligned to the Construction Leadership Council (CLC) and government advice to tackle the impact of the COVID-19 Pandemic. Our procedures have been built to respond to the government's guidance and ensure we implement the appropriate measures aligned to health risks. Due to the possible impact COVID-19 may have on the health and wellbeing of our staff, council staff, residents and communities, COVID-19 may temporarily restrict some of our liaison procedures and social value activities by following government and CLC guidance. These restrictions may include (but not limited to):

- Increased sanitation/cleaning of site compounds;
- Decelerated programmes to accommodate workforce social distancing;
- Use technology to engage residents (preventing unnecessary contact);
- Introduction of additional PPE (face screens etc.)
- New resident doorstep procedures e.g. mask removal & double-checking IDs prior to opening & retreating from doorways to maintain distance;
- “Self-isolating” instruction for residents with works being undertaken in their homes;
- Work with WCC to re-prioritise works focusing on non-intrusive external works in the short-term.

It is anticipated that local restrictions within the governments "tiered system" will fluctuate as infection rates increase and decrease and will only be fully mitigated once the vaccine has been fully rolled out. To prevent unnecessary infection, reduce the burden on health care, keep everyone safe & minimise the impact on works/services, some of these restrictions may continue until the Pandemic has been wholly nullified by the vaccine (e.g. extra PPE/Digital liaison). At all times, we will keep residents informed of what restrictions will be in place, why they are in place and how long they will remain, ensuring we maintain communication links with residents and local communities.

7.0 Quality Control.

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

7.1 Roles and Responsibilities

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

Operations Manager	Overall responsibility for project and contract quality performance
Contracts Manager	<ul style="list-style-type: none"> • Managing quality control procedures • Formatting and distributing quality plans • Manage the impact of building control and WCC planning requirements on quality control • Manage escalated complaints • Maintain continuous improvement register • Vet subcontractors and operative qualifications • Manage and distribute Key Performance Indicator data • Progress monitoring and reporting
Site Manager	<ul style="list-style-type: none"> • Day-to-day quality management / promoting quality awareness • Liaison with the quality auditor • Manage corrective/proactive audit actions • Implement the Inspection and test plan • Quality plan inductions to staff and operatives • Control of site records documentation • Monitoring testing equipment • Monitor material handling, storage and management of non-conforming items • Monitor adherence to manufacturers installation instructions
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 Manager	Liaison	<ul style="list-style-type: none"> • Develop uniform documentation and engagement procedures • Monitor consistent resident liaison approach • Ensure communication plan is implemented properly
Resident Officer	Liaison	<ul style="list-style-type: none"> • Manage communications with residents • Resolve complaints • Resident satisfaction monitoring
Quantity Surveyor		<ul style="list-style-type: none"> • Budget monitoring and reporting • Financial vetting of subcontractors • Change order control • Value management
Buyer		<p>Material purchasing:</p> <ul style="list-style-type: none"> • In line with the master programme • Compliant with specification • Compliant with relevant quality assurance accreditations.
Design Manager		<ul style="list-style-type: none"> • Design development, co-ordination and distribution • Design verification and validation
Project Administrator		Maintenance of document storage and control system

7.2 Document Control

T CONTROL

Document Description	Format	Storage, distribution and updating	Storage Location	Distribution
Service provider proposals	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain
Construction phase health and safety plan	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, supply chain
Quality plan and audits	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain
Test and Inspection plan	Digital	Site Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain
Design drawings and planning conditions	Digital	Design Manager	Aconex/OpenSpace	Project team/WCC team, consultants, supply chain

Request for information schedule	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants
Change orders	Digital	Quantity Surveyor	Aconex/OpenSpace	Project team/WCC team
Progress reports	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants,
Daily site diary and labour returns	Digital	Site Manager	Aconex/OpenSpace	Project team
Master programme	Digital	Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants,
Procurement schedule	Digital	Quantity Surveyor and Contracts Manager	Aconex/OpenSpace	Project team/WCC team, consultants
Block/Property files	Digital	Site Manager / RLO	EasyBOP	Project team/WCC team, consultants, supply chain
Health and safety file including operating and maintenance manual	Digital	Contracts Manager	Aconex/OpenSpace	WCC

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. A sample section pertaining to	Site Manager

	whichever work(s) require will be completed on-site, agreed by all parties and standardised as a benchmark of quality to follow.	
Pre-inspection	All areas will be pre-inspected and checked against design prior to any works commencement, ensuring they are suitable for works to proceed and avoiding any reworking	Site Manager
Operative Inductions and qualifications	<p>Site inductions will include a section on quality control covering:</p> <ul style="list-style-type: none"> • Standards expected (right first time) • Quality monitoring processes. • Trade self-certification • Continuing quality-based tool box talks <p>All operatives will need to prove levels of competency achieved and any training needs addressed by United Living or its Specialist sub-contractors</p>	Contracts Manager
Quality spot checks	All works will be subject to on the spot quality inspections throughout delivery. EasyBOP enabled iPads will be used on site to help check that installation/applications comply with specifications	Site Manager/ Assistant SM
Quality Control Plan checks	Independent monthly audits of the quality control plan	SHEQ Advisor
Hold Points	The inspection and test plan will identify hold points within the programme for witnessing of test procedures and inspection of works to be covered up.	Site Manager
Post-completion inspection	All works will be inspected and signed off as complete and defect free prior to handover.	Site Manager
WCC inspections	Access arrangements will be maintained to ensure WCC can inspect completed installation stages	Site Manager

7.4 Calibration of Test Equipment

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

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

7.5 Quality

Reviews and Reporting

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

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

7.6 Key Performance Indicators (KPIs)

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

Ref	Key Performance Indicator	Target	MLAP	Collection of data
1.	WCC satisfaction with the Service Providers overall performance	9	7	Project Manager
2.	Service Providers satisfaction with WCC	9	7	WCC
3.	Health and Safety	AIR = 400	AIR = 422	SHEQ Advisor
4.	Diversity	BME=20% Female=10%	N/A	People Services/ Project Manager

5.	Social Value	100%	90%	UL Social Value Manager
6.	Time Predictability	+/- 0%	+/- 10%	Contract Manager
7.	Defects at Handover	100% (5)	60% (3)	Contract Manager

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

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

7.7 Test and Inspection Plan

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

7.8 Handover Documentation

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

Front Entrance Fire Door – Installers Certificate

IKO - A 20-year materials and workmanship guarantee

8.0 Post Project Review (summary of learning points)

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

SECTION 9 APPROVAL AND REVIEW			
Approved by	Rob	Position	Contracts Manager
Signed	RW	Date	26/10/2021
Review by		Position	
Signed		Date	

9.0 Appendices

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