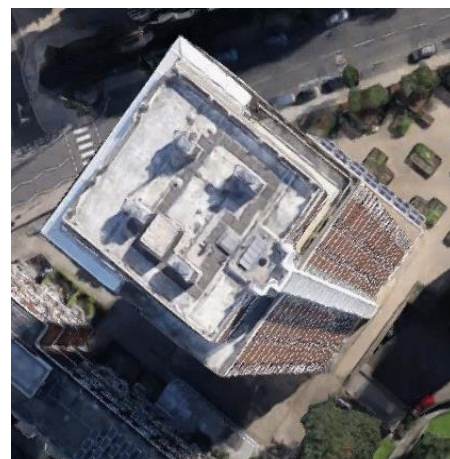


Service Providers Proposals

Z251 – Glastonbury House – External Riser Cladding



UL Contract number: 20079

Revision	Date	Prepared by	Authorised by	Director Approval	Details
0	12/02/21	DT	AB	JW	
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3					

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1.0 Service Provider Proposal - Overview

This Service Provider Proposal document has been developed from the Westminster Client Brief Z251 (Glastonbury Sprinkler, Cladding and FRA Works) together with all supporting documentation and the outline proposals submitted within the United Living Z251 Project Execution Plan.

Produced in accordance with Term Brief A and Term Brief B service provider's requirements this document provides details on the improvement works; methodology; programme; resource allocation; risk management; quality control procedures; specification; and cost proposals.

1.1 Key Contributors

Following receipt of the pre-commencement order, United Living has assembled a team to support the development of the Service Provider Proposals. Key contributors include:

United Living Project Team

- Business Unit Director: Final approval and authorisation on all information contained within the completed SPP document.
- Property Services Divisional Director: Responsible for efficient programming and divisional resource allocation to meet works output requirements.
- Operations Manager: Responsible for coordinating all contributors to ensure the timely completion of tasks and the accurate production of SPP information.
- Quantity Surveyor: Responsible for developing cost plan for the works.
- Contracts Manager: Responsible for devising the construction phase health and safety plan, delivery methodology and trade sequence for the works.
- Design Manager – Responsible for coordinating consultant designs

Design and Technical Services Team

- M10 Fire Consultancy Ltd
- Perega Limited – Temporary Works Engineering
- Wilde Consultants Limited – Civil & Structural Engineers (3rd Party sign off signatory)
- G W Coote Limited – Scaffold Design
- NOVO Facades Limited - Cladding System Design

Other Supply Chain Contributors

- NOVO Facades Limited - Cladding System Manufacturing and Installation
- Tilbury Scaffolding Limited (Scaffold & Hoist supplier)
- Electroplan Contracting Limited: Electrical works
- Ebrit Fire Protection Limited – Fire Protection

1.2 External third parties contacted

Westminster City Council Planning:

- **Telephone:** 0207 641 6500

Westminster City Council Building Control:

- **Email:** districtsurveyors@westminster.gov.uk

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

- **Emergency Telephone:** 020 7641 6000

Glastonbury House Scheme Manager

- **Telephone:** TBC

1.3 Project Summary

Glastonbury House is a 22-storey supported living block consisting of 162 flats. A previous phase of fire improvement works took place in 2019 and included the installation of a Sprinkler System, Communal Area Fire Doors, Riser Cupboard Fire Doors, Resident Front Entrance Doors and the application of Decorations in class 0 paint and the Fire Stopping works to compartmentations.

Westminster City Council have committed to replacing all cladding within the borough that does not meet current regulations and standards. Therefore, to further improve the fire safety of Glastonbury House the cladding to the rear riser will be replaced with an A1 rated System. The main elements of works that will take place as part of this phase of works are as follows;

- Scaffolding to the rear elevation surrounding the Riser
- Removal, disposal and installation of new A1 Rated Cladding System
- Replacement of fire compartmentation within the riser.

The removal & reinstatement of the cladding itself will take place externally from an independent scaffold with an electric hoist providing access for passengers, plant, materials and waste. Some access will be required internally to gain access to the riser next to the bin chutes.

Due to access restrictions at the time, a few flats within the block did not receive new front entrance doors, and/or sprinkler system installations during the first phase of works. Whilst United Living are on site carrying out the cladding replacement works; these remaining properties will be contacted and installations completed where possible.

2.0 Method Statement

United Living's detailed proposals for the delivery of the Glastonbury House Sprinkler, Cladding and FRA Works are presented below:

2.1 Site Set Up Plan

The United Living Management Team currently occupies a portion of the ground floor office space at Glastonbury House. Part of this accommodation area will be allocated to the delivery team for Glastonbury House, providing office space for the Contracts Manager, Site Manager and Resident Liaison Officer (RLO) and welfare facilities.

Additional space will be required for a site compound with storage, welfare facilities and a waste skip location. The locations of these items are shown in the following photos;

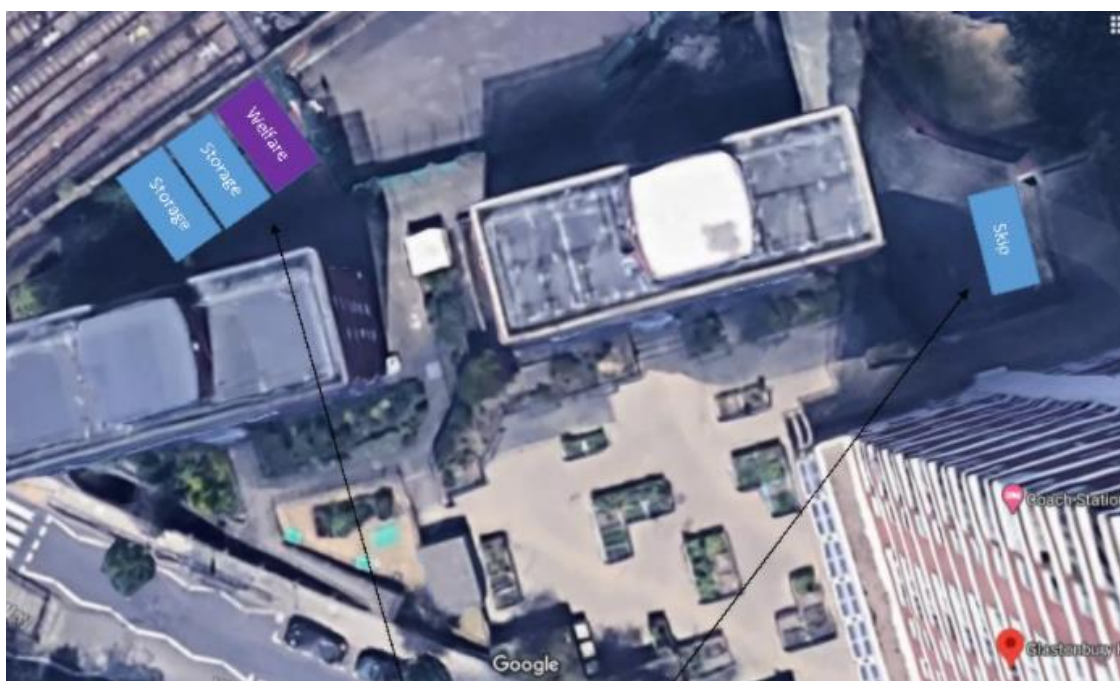


Site compound comprising of
storage; toilets, canteen &
Drying room.

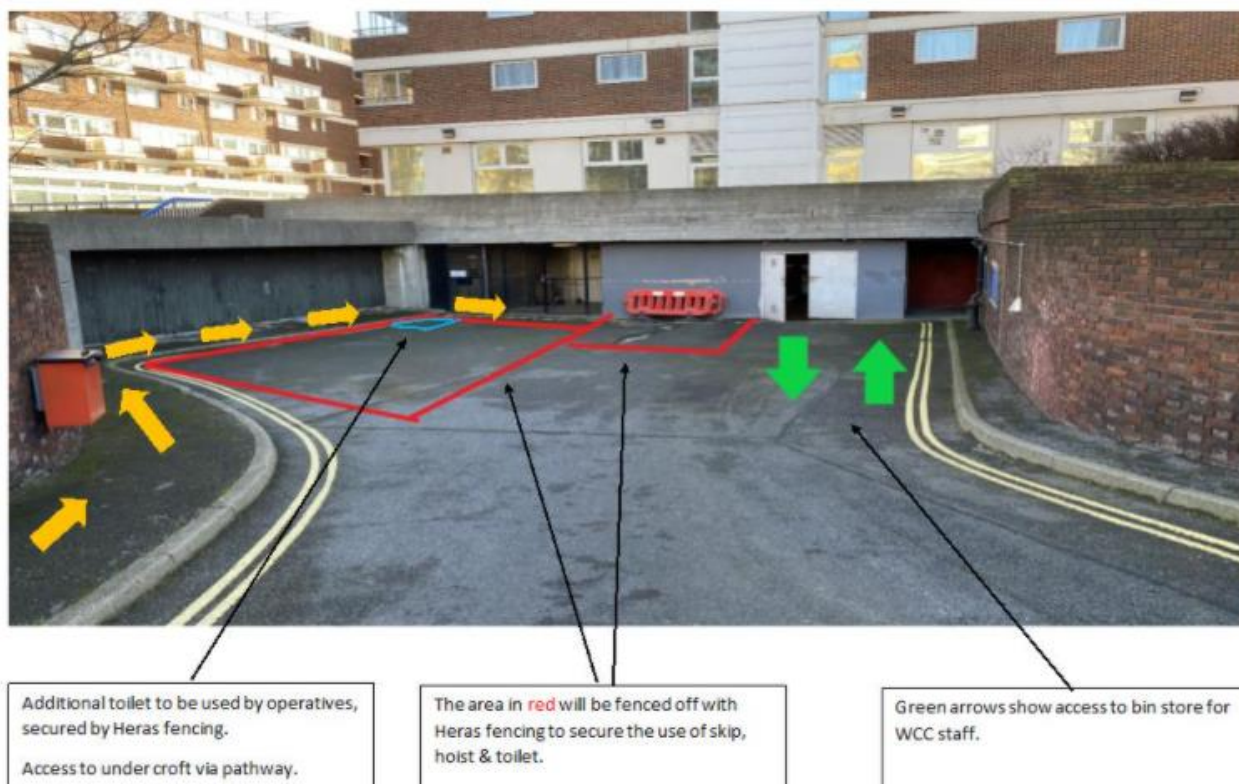


Area marked in **red** shows welfare / storage secured with Heras fencing.

Storage as shown in picture and welfare marked in **blue**.
Welfare will consist of; Toilets, canteen, drying room and washing facilities.



All Containers, Welfare & Skip / Waste area to be secured with Heras fencing.



Glastonbury House is located within the London Congestion Zone and parking restrictions are in place on all roads in the area at all times. To minimise vehicle movements and the demand for parking spaces, All United Living and supply chain staff will commute to the site using public transport where possible. Fortunately, the site is located within 5 minutes walking distance from Victoria Station, a major London transport hub with underground, national rail and bus service connections.

Site Logistics Plan, indicating delivery and removal routes, taking account of the one-way traffic control system for Cambridge Road and Alderney Street



2.2 Material Storage and Deliveries

Vehicular access for Glastonbury House is limited to:

- a) The small main entrance car park in Warwick Way
- b) A locked rear emergency and refuse vehicle entrance located in Hugh Street. This access is at the rear ground level below the podium deck of the building

The Warwick Way entrance (a) is used often by visiting paramedics and other carer's vehicles. It is also adjacent to a pedestrian crossing safety zone. In view of these constraints, we propose to use the rear emergency access (b) for the majority of deliveries to site (The Warwick Way entrance may be used from time to time for small one-off parcel type deliveries)

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 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 to avoid log jams and potential blocking of emergency vehicles
- School runs and peak travel hours will be avoided for scheduled deliveries whenever possible

After unloading, the materials will be taken to a holding and checking area within our site compound prior to distribution to the workface. A safe working system of barriers and diversions for resident access and egress during loading and unloading operations will be installed around the loading area

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 in the sample control table below.

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 plan for Glastonbury House 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 location is 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 skip will be located at the rear of Glastonbury House for ease of delivery and collection. The skip will be lockable; reducing the risk of waste contamination with 'non-works' associated waste and creating a cleaner and safer working environment.

Operatives will continually move waste from work face collection points 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 and that any areas used as temporary waste collection points are swept clean.

2.4 Works Methodology

Our works to Glastonbury House consists of;

- Erection of a 22-storey scaffold tower complete with passenger/goods hoist
- Replacement of the external riser duct cladding system
- Works associated with the above, firestopping, intumescent coating to the existing SFS.
- Sprinkler systems to 'no access' flats from the previous phase
- Replacement of flat entrance doors to 'no access' flats from the previous phase

Methodology

Sequencing of the external operations will be as follows;

- Install propping support for scaffold to the podium.
- Erect scaffold tower and hoist
- Remove all existing cladding from the top down
- Intumescent coating to the existing steel frame and other fire compartmentation works.
- Install studwork to existing steel frame
- Install board and vapour barriers
- First fix aluminium cladding and insulation
- Install ventilation grilles for gas pipe
- Second fix aluminium cladding and flashings
- Inspections and sign off
- Remove scaffold and hoist

2.5 Access process to flats and communal areas

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

- Replacing front entrance doors (where applicable)
- Installation and testing of the sprinkler system (where applicable)
- Associated making good and fire stopping

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 5 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 the few remaining properties.
- Removal of waste material to ground level.
- Removal and reinstatement of suspended ceilings for sprinkler system connections and door installations
- Making good

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.

3.0 Programme

A full construction programme can be found within appendix C, the below highlights a few key milestones events;

- Site welfare facilities and storage are to be installed early March.
- Following approval of Network Rails Basic Asset Protection Agreement (BAPA), the temporary back propping working will commence and then the main scaffold tower and hoist. The Scaffolding works in total will take approx. 11 weeks to complete.
- Once the scaffold is erected and handed over. The removal and reinstatement of the cladding will commence. In total this is expected to be completed within 9 weeks.
- As soon as the cladding is complete and received all necessary approvals/sign offs, the striking of the scaffolding will commence and will take 6 weeks.
- Finally, once all reinstatement works are completed, the site welfare will be removed.

In total the project is programmed to take 29 weeks.

4.0 Designs, Drawings and Specifications

4.1 Cladding

The cladding system has been designed, and will be installed by, Novo Facades. Novo Facades is made up of technical consultants, site management, contract management and dedicated labour, all holding the necessary insurances and accreditations to competently deliver work to the expected standard of quality and safety.

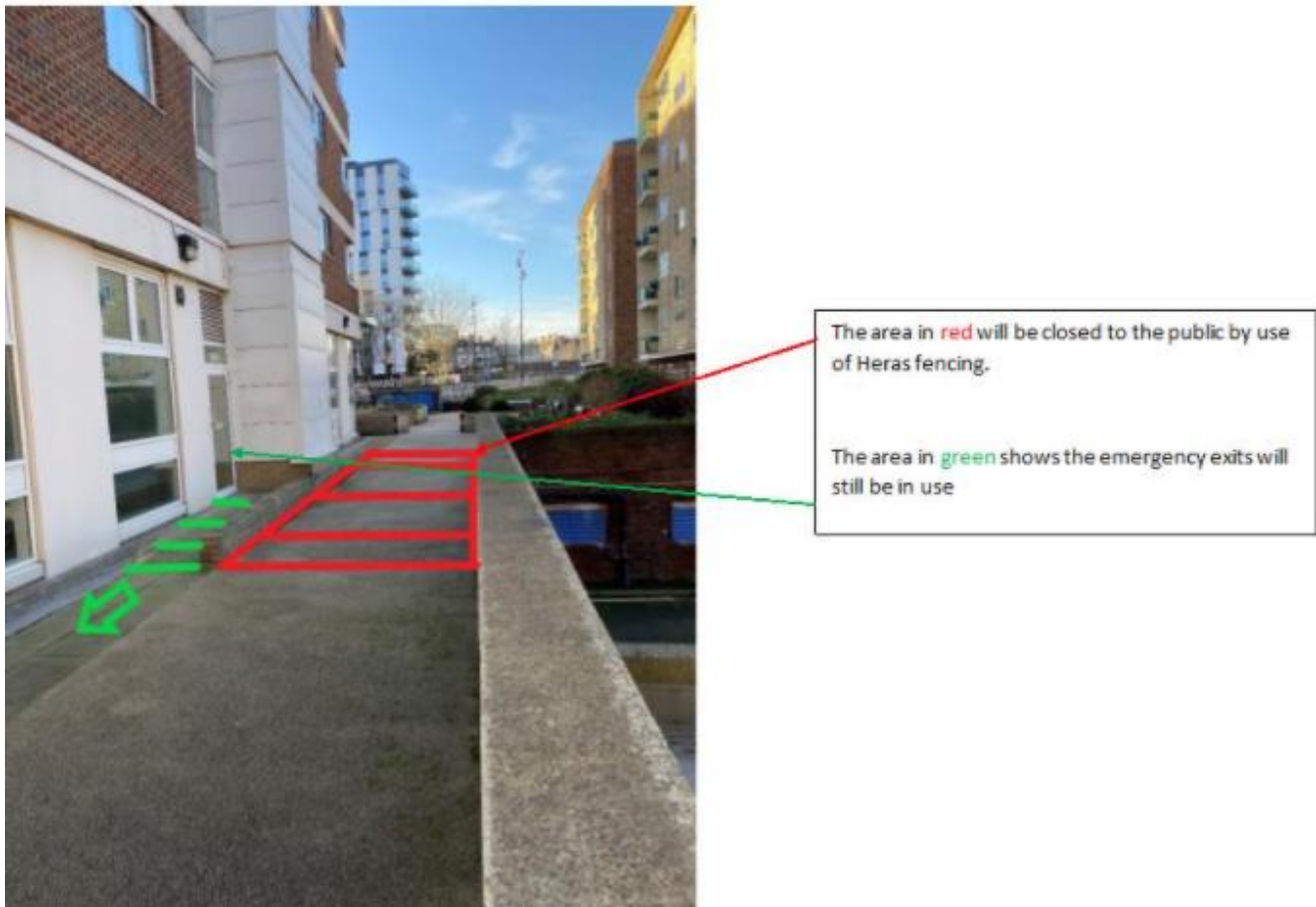
Throughout the design stage they have carried out multiple site visits and liaised with all relevant parties to produce a final design specific to the requirements of Glastonbury House. All design drawings (elevations, and sections) can be found in appendix D, along with material specifications and data sheets.

In addition to the Novo Facades, M10 Fire Consultancy have been employed by United Living. M10 are a Fire Engineering Consultancy and will provide an independent review of the designs as well as milestone on site visits to ensure the compliance.

4.2 Scaffolding

Scaffold designers, GW Coote, have worked closely with Novo facades and with the structural engineer, Perega, to produce scaffold drawings and calculations that ensure that the scaffold tower and hoist to the rear elevation will provide safe and sufficient access for the cladding works to take place. All scaffold design drawings can be found within appendix D.

The following picture shows the area where the scaffold will be sited. Access around the rear of the block will be closed throughout the duration on the works, however the emergency exits will remain operational.



4.3 FED's/Sprinklers

As mentioned in sections 1.3, due to access, there are a few flats within the Glastonbury House that did not receive Sprinkler and Front Entrance Door works. Should access be granted whilst the cladding works are ongoing these works will be scheduled with residents and completed accordingly.

It is the intention of United Living to use the same materials and subcontractors to complete the remaining works as those that carried out the initial phase. This will ensure a consistent finish to the entire block.

5.0 Resident Engagement and Communication Plan

A dedicated and experienced Resident Liaison Officer (RLO), together with our Resident Liaison Manager, will be responsible for resident engagement and communication throughout the project. 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 Glastonbury House RLO will be based within our ground level project office.

Key aspects of our proposed resident engagement and communication service for Glastonbury House residents include:

- Supporting residents throughout the project duration.
- Liaising directly with the Glastonbury House Scheme Manager.
- Planning and arranging access to residents' homes when/if needed.
- Liaising with relatives and carers to help us deliver bespoke service plans for vulnerable residents
- Managing the United Living complaints resolution process
- 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 newsletter delivered to all flats and noticeboards
- Undertaking customer satisfaction surveys with residents, using a bespoke format developed to reflect the Glastonbury House refurbishment work i.e. focusing on consideration for residents, communications, customer service and quality of work.
- Reporting on resident liaison issues at project progress meetings

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.

Our starting point will be liaison with WCC teams to ensure we create a two-way communication flow. We will engage with the WCC Housing Management team and Glastonbury Scheme Manager 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, the site team and describe the works.

Our proposed resident engagement and communication plan for Glastonbury House is summarised below:

Pre-works actions:

1.	Joint introduction letter to residents from WCC and UL	Mobilisation Period
2.	RLO presence on-site equipped with phone, mobile and IT	
3.	Letters, Resident Welcome Pack, Newsletters agreed for issue	
4.	Letters issued to each resident to inform them of any survey appointments, scaffold erection, works commencement etc.	
5.	Appointments made for works with written notice, text reminders and home visits.	14/7/1 days in advance

Actions during the works:

6.	RLO makes contact and visits residents, if required	
7.	Comments form left daily for resident to note issues or concerns. Site Manager and RLO check, respond and sign off each day, completing all actions and recording in resident issues log.	Daily
8.	Newsletters issued monthly (KPI information published in newsletters and on website)	Monthly
9.	Monthly resident progress letter/posters.	Monthly

Post works actions:

10.	Satisfaction survey forms issued and collected by RLO with independent verification process.	
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