

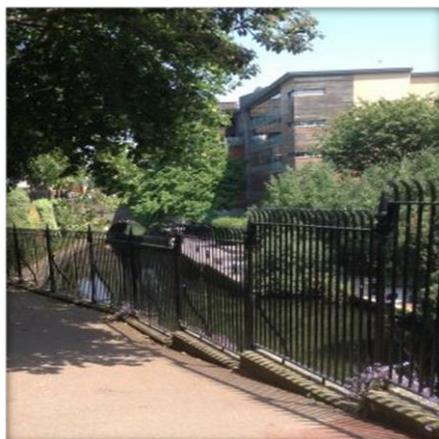
Service Providers Proposals (SPP)

AC103 – Wharncliffe Gardens Internal and External Refurbishment Works

(UL Contract number: 02712)



City of Westminster



Version control

Revision	Date	Prepared by	Authorised by	Director	Details
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1.0 Service Provider Proposals (SPP) – Overview

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

- Westminster City Council (WCC) Client Brief AA102
- United Living's Wharnclyffe Gardens Project Execution Plan (PEP)
- WCC Term Brief A and Term Brief B - service provider requirements

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

1.1 Key Contributors

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

United Living Project Team

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

Consultants to United Living

- Potter Raper Partnership - Principal Designer
- WCC, Arboricultural and tree advice - Alex Roebuck

Supply Chain

- AC&MS Limited - asbestos R&D surveys
- TOR Paint - development of the painting specification
- Electroplan – EICR / Electrical Report
- Excel Fire - fire risk assessments
- Gunita FRA - fire risk assessments

- London Drainage – drainage surveys
- Russell Timber Tech – front entrance doors design

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

Contact: Rebecca Mason
Email: N/A
Telephone: 020 7641 7540 (9am to 5pm)
Emergency Telephone: 020 7641 6000

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

Wharnccliffe Gardens Resident Association

Wharnccliffe Gardens Community Hall
Wharnccliffe Gardens Estate
St John's Wood

1.3 Project Summary

This project is a significant planned maintenance programme for all 11 blocks of Wharnccliffe Gardens. The scope of works to be undertaken includes:

- Communal door access system upgrades
- Estate-wide external repairs
- External and communal area fabric repairs
- Fire compartmentation
- Fire risk associated works, i.e. fire stopping for existing or disturbance from electrical installations

- Fire signage
- Full communal lighting system upgrade
- Lateral mains
- Low voltage power distribution system upgrade
- Movement/expansion/mastic seals
- Redecoration to all previously painted surfaces and metalwork
- Replacement entrance doors (tenanted properties with leaseholder opt in)
- Replacement of communal entrance doors and service cupboard doors
- Roofing and weatherproofing
- Tenant extract fans (Kitchen and Bathroom)
- Underground drainage repairs where the existing system has failed
- Walkway flooring repairs
- Window replacement (with the exception of Winchilsea House) Tenant extract fans

The 11 blocks included in the project are;

- Ashby Court, Pollitt Drive, Wharnclyffe Gardens Estate, London, NW8 8UA
- Birch Vale Court, Pollitt Drive, Wharnclyffe Gardens Estate, London, NW8 8JF
- Brackley Court, Pollitt Drive, Wharnclyffe Gardens Estate, London, NW8 8UB
- Castleford Court, Henderson Drive, Wharnclyffe Gardens Estate, London, NW8 8UE
- Cheadle Court, Henderson Drive, Wharnclyffe Gardens Estate, London, NW8 8UD
- Elmton Court, Cunningham Place, Wharnclyffe Gardens Estate, London, NW8 8JU
- Helsby Court, Pollitt Drive, Wharnclyffe Gardens Estate, London, NW8 8JQ
- Hucknall Court, Cunningham Place, Wharnclyffe Gardens Estate, London, NW8 8JW
- Pennyford Court, Henderson Drive, Wharnclyffe Gardens Estate, London, NW8 8UF
- Rothley Court, St John's Wood Road, Wharnclyffe Gardens Estate, London, NW8 8UL
- Winchilsea House, St John's Wood Road, Wharnclyffe Gardens Estate, London, NW8 8HJ

The total number of dwellings is 274. The housing estate is located just outside the St John's Wood conservation area. The most recent planning application status, as indicated in the table below;

(Planning Table P1)

Block Name	Description	Application	Portal Ref	Decision
Ashby Court	Block refurbishment	19/02365/COFUL	PP-07665266	Approved
Ashby Court	Non-material amendment	19/06629/NMA	PP-08044433	Approved
Birch Vale Court	Block refurbishment	19/02366/COFUL	PP-07670415	Approved
Birch Vale Court	Non-material amendment	19/06752/NMA	PP-08048017	Approved
Brackley Court	Block refurbishment	19/04302/COFUL	PP-07887807	Approved
Castleford Court	Block refurbishment	19/03875/COFUL	PP-07852109	Approved
Cheadle Court	Block refurbishment	19/05130/COFUL	PP-07976019	Approved
Elmton Court	Block refurbishment	19/04699/COFUL	PP-07908883	Approved
Helsby Court	Block refurbishment	19/04512/COFUL	PP-07904423	Approved
Hucknall Court	Block refurbishment	19/04698/COFUL	PP-07908856	Approved
Pennyford Court	Block refurbishment	19/04299/COFUL	PP-07879327	Approved
Rothley Court	Block refurbishment	19/04697/COFUL	PP-07890349	Approved

The works will impact on Wharncliffe Gardens residents as access to all dwellings will be required for window replacement, front entrance door replacement (tenanted properties with leaseholder opt in) and door entry system upgrading.

Access scaffolding will be erected to most elevations of the blocks. Scaffold drawings will be developed at pre-construction phase and copies will be made available for review.

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

1.4 Community Liaison

Wharncliffe Gardens is a self-contained housing estate bordered by Regents Canal to the south and St John's Wood Road. There are no schools either on the estate or located close to it. There is a self-

contained sheltered housing block (Pinner Court) located on the estate, which does not form part of this project.

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

2.0 Method Statement

United Living's proposals for the delivery of the Wharnccliffe Gardens major works programme are presented below;

2.1 Site Set-Up Plan

Subject to agreement with WCC, we propose to set up an appropriate temporary site office, welfare and storage accommodation for the duration of our programme in the area between Winchilsea House and Castleford Court (Photo 1 – Site Set Up). We understand that this area has been used successfully in past programmes. The proposed site is accessible to vehicles from the estate entrance in Cunningham Place, with practical footpath access to Lisson Grove. It will be necessary to temporarily suspend four car parking spaces in this location for the duration of the works and provide protection to two nearby trees. To accommodate our site compound and site setup, we may have to partially trim back the trees with a tree surgeon's care.

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

- Canteen / Drying Room
- Meeting Room
- Resident Liaison Office
- Site Manager's Office
- Storage unit(s)
- Toilet Block

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

The Wharnccliffe Gardens Estate is located close to the Lord's cricket ground within 5 minutes' walk from Warwick Avenue underground station. Parking restrictions are in place on all roads in the area. Sub-contractors trade vehicles that need to come into the site area will be controlled by our traffic marshal as part of a site traffic management plan, please refer to AC103 – Site Compound (Drawing) full information (Appendix E)

(Photo 1 – Site Set Up)



2.2 Material Deliveries and Distribution

Site deliveries will approach the site from Edgware Road or Lisson Grove via St John's Wood Road, accessing our site compound using the estate entrance in Cunningham Place into Henderson Drive (Photo 2 - Vehicle Access to Henderson Drive). Vehicles will turn and exit the estate using the same route.

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

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

(Photo 2 - Vehicle Access to Henderson Drive)



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

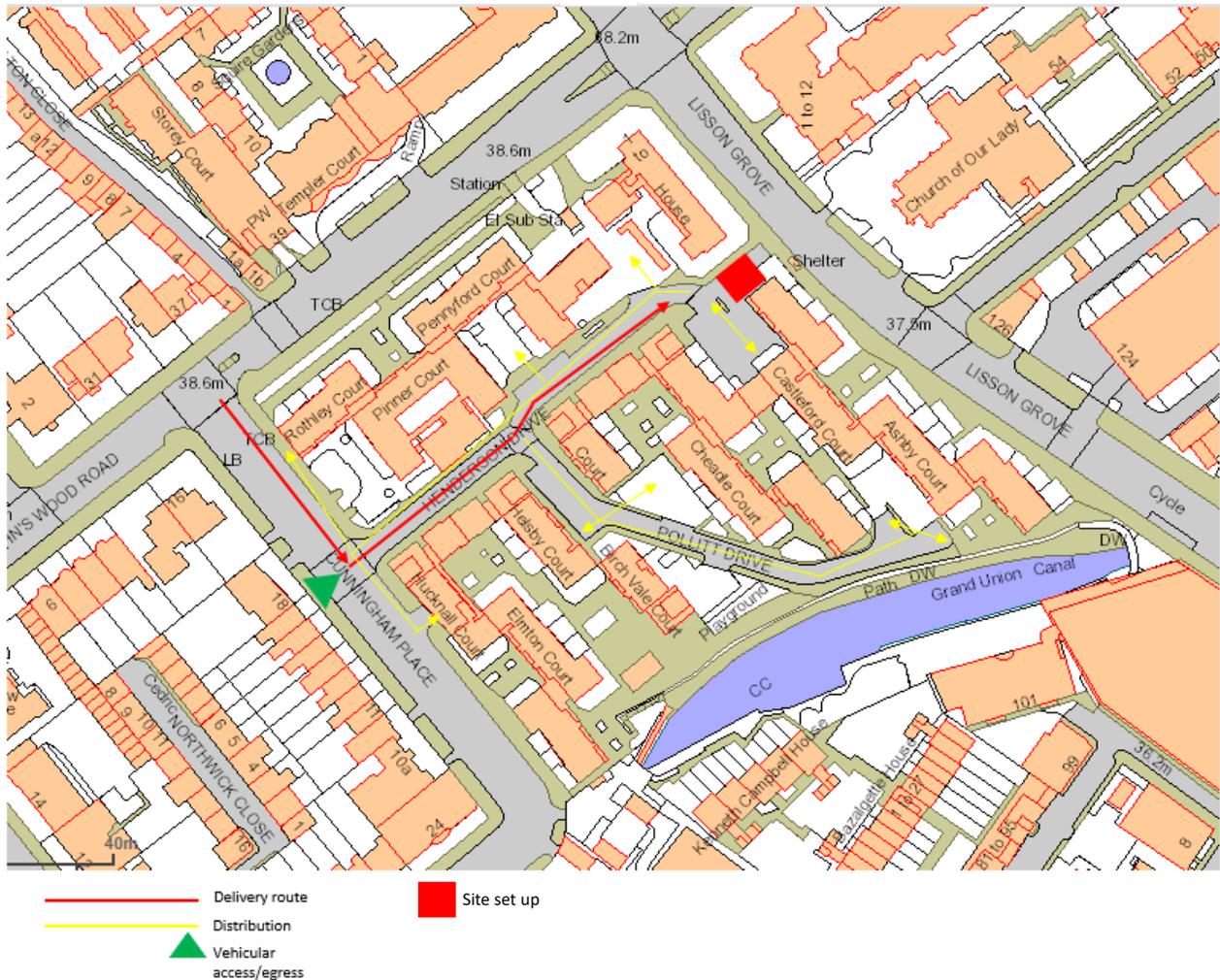
Small trucks will distribute materials from the site compound to the workforce via the estate roads, stairways, communal walkways and landings.

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

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

restricted using appropriate barriers and signage to direct footfall and safeguard pedestrians (Photo 3 - delivery and distribution routes)

(Photo 3 - delivery and distribution routes)



2.3 Site Waste Management

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

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

Our waste management plan will be based on the WRAP (Waste and Resource Action Plan) template, set up (and monitored) by our Safety Health Environment and Quality (SHEQ) Manager. Using the

'WRAP' site waste management tool, we will monitor waste recycling from the project as a key performance indicator.

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

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

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

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

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

2.4 Works Methodology

Programme overview

Please also refer to appendix B - Wharnccliffe Gardens SPP Programme in Gantt chart format.

From the SPP submission to WCC, site mobilisation to carry out the onsite works will begin on Mon 01/11/2021; the programme for delivering the major works to Wharnccliffe Gardens will initially consist of the following processes;

A period of 88 weeks has been allowed within the site programme of works for mobilisation and construction activities and are scheduled to complete on 07/07/2023.

UL will deliver the project in the following block sequence (Table1), with the block starts dates overlapping by 4 to 6 weeks. The phasing of blocks is designed to provide continuity of works to the supply chain by smoothing peaks and troughs to maximise cost efficiency and minimise disruption.

Table 1 – Block Phasing

1	Elmton Court
2	Hucknall Court
3	Helsby Court
4	Birch Vale

5	Rothley Court
6	Pennyford Court
7	Brackley Court
8	Cheadle Court
9	Castleford Court
10	Ashby Court
11	Winchilsea House

The programme commences with Elmton Court, and sequences generally rotate in a clockwise direction picking up blocks in a more distributed fashion to maximise productivity, but not compromise quality.

What remains from any pre-construction activities from the period lead-in to mobilisation will be utilised by installing two pilot property windows installations to gauge quality and limitations.

From agreement through consultation and Westminster's confirmation of commencement, UL shall endeavour to carry out a pilot window installation to include a property containing a bay window type. Possible locations for this are either Birch Vale/Elmton Court or Hucknall Court. The aim is to complete this within the mobilisation period.

Mobilisation and Pre-construction Period

Activities to be undertaken during this period include:

- Confirm site setup, procure accommodation
- Take possession of site
- Site compound establishment
- Electrics and water connections
- IT site setup
- Window surveys (5 units/day)
- Front entrance door survey
- Extract fan survey
- Front entrance door ballot / choices for colours generally
- Pilot window installation
- Develop project-specific budget control process, including cash flow forecasts
- Providing support to WCC for the statutory leaseholder processes
- Procurement of supply chain and placement of orders
- Selection of United Living site-based delivery team
- Development of the construction phase health and safety plan (including traffic management, waste management and environmental plans)
- Temporary works approval, including scaffolding and site compound
- Identify any skills gaps and arrange suitable training (UL and supply chain)
- Register project with the Considerate Constructors Scheme

- Form project Core Group and schedule meetings
- Finalise key performance indicator schedule, and Customer Care Scorecard
- Develop project specific quality control plan and hand over process
- Pilot installation

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

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

Enabling Works

Enabling works are necessary for 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 all blocks, courtyards, estate roads and pathways
- Pre-condition surveys to dwellings (during resident profiling visits)
- Erection of temporary site accommodation and compound, connect temporary services including IT
- Window surveys
- Asbestos surveys (if required)
- Front entrance door surveys (tenants/leasehold opt in)
- Fire risk assessment FRA surveys
- Erection of scaffolding
- Drainage surveys
- External fabric surveys
- Roofing surveys

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 of our projects involving external improvement works and working at height. The procedure will ensure the following working practice is implemented on the Wharnccliffe Gardens contract:

- Identifying the management resource responsible for implementing the procedure. For Wharncliffe Gardens, this will be the appointed UL Site Manager;
- Engage and appoint scaffolding contractors that are NASC or Scaffold Association Audited to ensure third party competency validation;
- Effective scaffolding design has been developed alongside our *Temporary Works Procedure* to ensure the proper consideration/allowance of project risks e.g.
 - Design and implementation of adequate fall protection systems – bespoke to building shape and scaffold design etc.
 - Ensure scaffold designs accommodate a minimum 300mm safety distance around any flue. This may include flue modification (extending beyond the scaffolding) and using hazard tape/signage to highlight the risk to operatives and prevent accidental damage.
 - Decommissioning of gas appliances one meter from any works may be required (temporarily) as identified from the results of work needed and flue proximity and survey carried out; all flues will be marked on a drawing and passed to the scaffold contractor before works commencing.
- Formally appoint a scaffolding co-ordinator.
- Project-specific risk assessments and method statements defining safe working practices for the erection and use of scaffold have been developed and approved by the UL Site Manager;
- Regular consultation occurs between UL Site Management and scaffolding contractor to discuss and identify concerns e.g. exclusion zones required with adequate control by fans and barriers, correct competency level for scaffolders, inspectors etc.
- A full competency check is in place to ensure that all operatives and supply chain supervisors hold the relevant CISRS cards for their role.
- That a scaffold handover takes place.
- That scaffold is built in accordance with TG:20 regulations, and risk and method statements.
- Implement a regular scaffolding inspection regime using to satisfy statutory obligations, ensuring safety is maintained at all times.

Works Sequencing

The scope of work is similar for all blocks, except Winchilsea House, where the window replacement works are not required. The snapshot from our programme below (table 2) indicates the construction phase's headline tasks running from the third quarter of 2021 to the second quarter of 2023. The block sequencing and overlapping are clearly shown.

Construction phase plan headline tasks;

External (to face of building)
Temp' works for scaffold erection
Erect external scaffold, Omit Ledger Bracing, incl' for gable end handrails-roof cleaning / Observe Gas Procedures
Scaffold Handover Certificate issued
Roof survey, agree scope with WCC present
Roof Clean
Roof repairs / install inline roof ventilation
Roof Insulation (subject to top floor flat access)
Replace fascia boards (RWG subject to roof survey)
Sign off Roof Works
Wall / Metalwork survey, agree scope with WCC present
Concrete / Render repairs
Brick repairs / repointing as necessary
Brick cleaning
Movement joints - Rake out & replace
Metalwork repairs & redecorate
Bauder liquid system
Works to RWP, subject to survey
Remove & replace vent grilles
External decorations / Final Clean
Sign off External (Scaffold) Works
Remove scaffold
Replace Communal External Doors

Window Replacements

Replace windows

Internal

Electrics - strip out existing communal lighting (incl' Car Park & under crofts)

Electrics - Full upgrade of communal & emergency lighting (incl' Car Park & under crofts)

Electrics - Full upgrade of Landlords LV system

Electrics - Lateral Main replacement

Electrics - 2nd fix

Supply Change overs (EDF)

Front Entrance Door (FED) replacement (tenants), riser & stairwell, etc, Doors

Fire stopping / compartmentation works

Make good surfaces for redecs

Internal decorations (Class Zero Walls, Ceilings & Soffits))

Internal signage

Repair non-covered flooring and prep' substrate for vinyl as necessary

Replace vinyl flooring

Replace vinyl flooring / Nosings to stairs

External Works

External brickwork repairs

Timber repairs

External decoration

Drainage repairs, test & witness

Make good Hard landscaping (external tarmac/asphalt/walkways, paths, vehicle circulation areas not included, estate owned surfaces to be identified)

Make good Soft landscaping

Sequencing summary

The detailed work tasks required at Wharncliffe Gardens are grouped under the following headers for each of the 11 blocks;

Task Name	Duration	Start	Finish
Elmton Court (30 Units)	142 days	Tue 07/12/21	Mon 11/07/22
Hucknall Court (14 Units)	137 days	Tue 18/01/22	Thu 04/08/22
Helsby Court (20 Units)	135 days	Fri 25/02/22	Mon 12/09/22
Birch Vale Court (10 Units)	122 days	Wed 23/03/22	Mon 19/09/22
Rothley Court (17 Units)	127 days	Wed 27/04/22	Thu 27/10/22
Pennyford Court (33 Units)	160 days	Tue 24/05/22	Mon 16/01/23
Bracley Court (14 Units)	127 days	Tue 28/06/22	Friday 23/12/22
Cheadle Court (50 Units)	175 days	Fri 29/07/22	Thu 13/04/23
Castleford Court (33 Units)	145 days	Thu 08/09/22	Tue 11/04/23
Ashby Court (30 Units)	145 days	Tue 11/10/22	Mon 15/05/23
Winchelsea Court (23 Units)	162 days	Thu 10/11/22	Fri 07/07/23

The removal of any asbestos-containing material (ACMs) will always be the first task on each block.

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

The new window installation will commence after the scaffold is completed and safe access has been established both internally and externally. This operation is planned based on achieving two flats per day.

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

Scaffolding will start to be dismantled after the completion of dependant works, and WCC signs off the externals.

Where works are taking place inside the residents' homes, we will sequence operations to reduce disruption as much as possible. UL will carry out pilot/sample installations in advance of the internal works programme to establish the most efficient working method and benchmark the quality standard. UL will develop method statements and dwelling programmes in advance of the works to each block.

Construction Phase/ Possession of Site

Throughout the construction phase, United Living will operate from our fully fit for purpose compound, which complies with CDM regulations and the Clients duty to provide. 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. We will produce introduction packs, colour ballots, information newsletters, all for scrutiny and feedback.

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;

- Communal door access system upgrades
- Extract fans (Leaseholder opt in)
- Fire risk associated works, i.e. fire stopping for existing or disturbance from electrical installations.
- Lateral mains
- Replacement entrance doors
- Unidentified asbestos
- Window replacement

Some of the properties that share roof space will require a more exhaustive survey to ascertain if the expanse above is compartmentalised or if there is roof insulation present; we will need to speak specifically about anything you may store or be able to access, i.e. via hatches located within the property.

We will plan survey access to minimise disturbance; this could mean several of the above-identified supply chain members may attend during the same period subject to availability.

Works Stage Generally External Façade

- Scaffold erection

With the scaffold erect, we can thoroughly examine the building envelope for the following:

- Extensive areas of cleaning
- Window sizing
- Mortar/Brick repairs
- Concrete repairs
- Rainwater pipe repairs

Roof Cleaning/Repairs

The first stage is to clean the roof and replace any slipped tiles; United Living will present new slates for matching or approval from the Client Representative whilst doing so. We will check the condition of any other interfacing materials underlay and indicate timber condition; if these need replacing, we will consult the Client Representative.

Brick Cleaning

We will trial various brick cleaning levels to specific pressures at a low level, with the most complementary to the building being used to clean the agreed areas of grime or staining.

Gutter Repairing/ Cleaning

We will endeavour to re-use materials fit for purpose and clean all sections that meet these criteria. In the unfortunate circumstance, replacements are sought, United Living will use systems to match existing ones. This benefit of the process are that the new fixings will add life to the system tightening back to the building for rigidity, and it will all be thoroughly cleaned and mastic sealed, adding further serviceable life. A water test will take place upon completion.

Metal Works

We will be preparing communal and external metal works for repair and redecoration, including handrails, baluster and replacement basket vents. United Living will clarify any repairs required, or otherwise, the decorating contractor under our supervision will repaint these systems to the agreed colour. We will reserve to hold a final clean of the prepared surface to the absolute time of repainting and unison with the programme sequence.

Repairs Mortar Concrete repair.

Using data from samples taken, United Living will determine the appropriate mix proportions to point repairs to the brickwork.

Our concrete repair contractor will carry out concrete repairs to the reinforced concrete element of the building; these repairs are accomplished using durable high strength and shrinkage compensated repair mortars. All the products are BBA Certificate No. 05/4276. And compliant with BS EN 1504-3 Class R4.

Repairs are protected further by applying paint coatings, in this case, Class Zero for prevention of fire spread.

Window replacement

Once windows have been fully measured, the window contractor will produce drawings, and the window contractor will note any particulars, i.e. trickle and gas vents and particular gearing or handing of units.

A window replacement date can be booked; this should take no longer than a day to complete. The window contractor will require access to the window and immediate surrounding; please advise us of any inhibiting factors, and we can assist help move items or assist generally.

Overall there will be a dramatic improvement and increased living standard; some of these benefits include; Security, Insulation/Soundproofing, Durability, Weather resistance, Low maintenance.

Front Entrance Doors

The door contractor will measure front doors for fabrication and accuracy of existing site conditions once the project is underway; current lead and delivery will dictate an installation slot which United Living will communicate at the earliest convenience.

Bauder Liquid Coating to Walkways

The ageing walkway, bubbling and general repairs to the traditional asphalt would require the course is ripped up and replaced for new; luckily, technology has moved forward, and other systems have become apparent, tried and tested. Bauder has a LiquiFINISH part of the LiquiTEC system for this purpose, which will reinforce and overcoat, protect the existing asphalt and prolong the walkways life cycle material is quick-drying. There will be an in or out policy when it is being laid; United Living will give plenty of notice of works taking place.

- Life expectancy > 25 years
- All system elements are totally cold applied
- System formulation delivers superior root resistance
- >2mm dry film thickness
- Products are solvent, isocyanate and halogen free
- Polyester reinforced
- 20 years guarantee, included within the particulars

Communal works

We will be replacing lateral mains to the building, predominately following the route they currently do, thus not creating massive visual impact changes. These works will require access to link the cable to the existing consumer unit, and there will be a block switchover day that will temporarily turn off power for a brief period, we will provide notice of this to all affected properties.

Lighting will also be upgraded and designed to comply with luminescence levels and current legislation; the lighting extends to the replacement of the undercroft, which will add security when fully complete, particular references under the Fire Risk Assessment will be addressed.

Other small power and landlord's electrical upgrades will take place and include a new door/ door entry system upgrade; we shall need access to finalise the handset and test and commission the system.

United Living will replace communal doors and upgrade all tenants (inc leaseholder opt in) front entrance doors to a fully fit for purpose FD 30 door set; the residents will be advised early if their door is listed in this criteria, particular references under the Fire Risk Assessment will also be addressed.

A complete security door certification shall fully compliment new resident doors and include door chains and locks. Specimen documents are contained within the appendices.

Some of the upgrading power mains and removing doors and compartments will mean that areas will need fire stopping; this will be carried out by a competent contractor using fit for purpose products. The full extents will be unknown until work takes place. Third party certification will be obtained on completion.

Further works communally and borne of fire risk assessment, and general upgrade will be: Class Zero Decorations to the walls, ceiling and soffits, new fire signage and vinyl flooring in covered areas, a colour ballot or choice will be carried out.

Internally

We will need to carry out an EICR test on each property's consumer unit; this is a safety aspect and a precursor to the main lateral switchover. Tenants who are having kitchen and bathroom fans can have this element done at the same time. Leaseholders have the option for us to fit new fans if they wish.

Envirovent, filterless extract fan Kitchen and Bathroom

Benefits:

- Humidity Control
 - Many people struggle with mould and mildew caused by steam and constant humidity.
 - A small exhaust fan mounted in the ceiling or high on a wall will pull the moist air out of the room and leave the air too dry for mold spores to grow.
- Controlling Steam, Fumes and Odors
 - Extractor fan removes the steam, odors, and smoke resulting from cooking. These fans help limit smoke damage to walls and ceilings.
- Heat Removal
 - In hot climates, an extractor fan can have a second use as a heat removal tool. Usually heat rises and pools around the ceiling, so a fan can pull that heat out of the building, creating a continual flow of cooler air into the room.

Estate Generally

Drainage, during the period on-site, we will be repairing extensive damage to the estate's drainage system, which will include re-lining and patch repair. While these works don't generally impact, there is notably an estate presence at ground level that will require space or possible movement of vehicles for line blowout or high-pressure jetting; we will advise when this takes place and restrictions posed.

Other estate repairs would include:

- Fence panels
- Brick planters and walls
- Paving flags

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

Typical in flat works,

Element	Access Days Required
Front Door Replacement	1
EICR (electrical test)	0.2 day
Lateral Main switchover / Door entry	0.5 day each
Window Replacement	1 day
Kitchen / Fan Replacement	0.5 day
Compartment Survey/ Pre-Condition/ Window Surveys	3 (appointments)
Misc (Where possible, we can consider overlapping trades as per residents needs or availability to prevent unnecessary reattendance.)	2 days

2.5 Access to individual properties and communal areas

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

- Window replacement
- Connection of new lateral electrical supplies
- Replacement entrance doors (tenants with leaseholder opt-in)
- Upgrading the door entry system

- Surveys, inspection and resident liaison
- Installation of fans to kitchen and bathroom (tenants with leaseholder opt-in)

Communal area access to each block is needed for:

- Erection of scaffolding
- Movement of materials and operatives
- Removal of waste
- Repairs to walkway flooring and balustrades
- External and internal fabric repairs and redecorations
- Landlords lighting upgrade
- Window replacement
- Fire safety upgrade works
- Upgrading door entry system
- Replacing communal entrance, storage and service cupboard doors

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

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

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

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

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

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

Access scaffolding will be designed; there will be multiple 'beamed' sections over undercroft parking access areas, ground floor 'porches', high level 'gables', etc. and include weekly independent scaffold inspections. The scaffold will be equipped with:

- Working lifts at all levels, including roof parapet & Chimney access.
- Debris netting to all elevations.
- Double boarding at 1st-floor level, particularly over rear gardens & communal areas.
- Protective fans over all doorways and walkways (dependant on circumstance, location)
- Lockable ladder access hatches.
- Foam sleeves to all standards at ground level.

3.0 Main Contract Programme – Refer to Appendix B

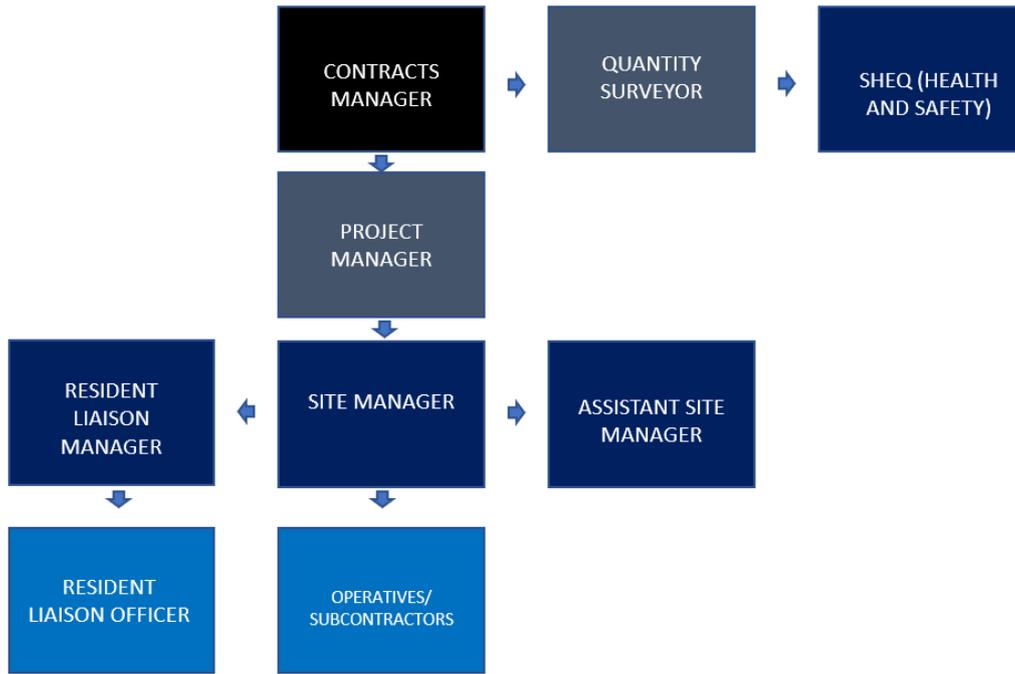
The overall construction period for the Construction works is 88 weeks.

The programme has been developed by utilising a 'staggered start' approach to each property, meaning that UL will fully scaffold about half of the blocks at any one time.

During this document's development, several Planning Applications have been submitted to Westminster for the replacement of the existing softwood single glazed windows with new UPVC double glazed windows & doors.

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

3.1 Resource Plan



3.2 Resource Schedule

Site Management Resources		Construction Period - 22m																												
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							
Lead Period		-6	-5	-4	-3	-2	-1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
Resource Schedule		Mobilisation																												
Site Management Resources																														
Project Manager								2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
Contracts Manager								0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	
Assistant Site Manager								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Resident Liaison Officer								2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
Quantity Surveyor								0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	
SHEQ Advisor								0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	
Indicative Management Resources								5.60	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	
Main Trade/Survey Resources																														
BC1 - Scaffold											3.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	3.00	
BC2 - Roofing												3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00			
BC3 - Brick & Masonry												3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00			
BC5 - Asbestos Removal											2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00				
BC6 - BG Drainage Repairs												4.00																		
BC7 - Cleaning														2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		
Windows													3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00		
BC8 - Doors													3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00		
BC10 - Flooring													3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00		
BC11 - M&E													8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	3.00	2.00	
BC12 - FRA												2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00	
External Redecoration													4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	
Indicative Total Resources								5.60	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	5.70	12.70	10.70

4.0 Commercial Summary

Refer to more detailed documents Appendix G – Cost Plan.

5.0 Wharnccliffe Gardens – 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 Wharnccliffe Gardens project. The works will affect all residents to some extent, with the window replacement programme being particularly invasive. Early engagement with residents will be essential. Our target is to ensure each resident has been consulted and fully understands what is proposed and when it will occur by clearly explaining what will be happening and demonstrating that we are listening and are flexible in adapting our processes to suit local conditions. We will aim to manage expectations and help engender support for what we are doing.

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

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

Resident Liaison Team

Our Resident Liaison Manager (RLM) and Senior Resident Liaison Officer (SRLO), will allocate two trained and experienced resident liaison officers to engage and support Wharnccliffe Gardens' 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, Wharnccliffe Gardens Residents Association and other stakeholders. Critical areas for discussion and development will include:

Resident Involvement

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

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

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

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

Liaison and communication processes

WCC have consultation and engagement procedures and protocols in place, therefore we will work with their team to discuss our shared experiences and best practice to develop a suite of policies that are tailored to WCC objectives, but also retain the flexibility to suit the diversity of residents at Wharnclyffe Gardens 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 AC103)

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.

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

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

6.2 COVID-19 Response

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
Assistant Site Manager	Assist Site Manager in quality control duties
SHEQ Advisor	<ul style="list-style-type: none"> • Approve project quality plan • Undertake monthly audits of the quality plan on site • Produce data analysis for internal quality audits

		<ul style="list-style-type: none"> 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	Site Manager

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

7.4 Calibration of Test Equipment

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

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

7.5 Quality

Reviews and Reporting

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

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

7.6 Key Performance Indicators (KPIs)

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

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

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

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

7.7 Test and Inspection Plan

Please refer to Appendix F for our project specific Inspection and Test Plan proposals for Wharnccliffe Gardens 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

Windows – Building control scheme approved certificate

Fire Door – Installers Certificate

Electrical - Installations certificates

Fire stopping – Certification / datasheet / warranties

8.0 Post Project Review (summary of learning points)

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

SECTION 9 APPROVAL AND REVIEW			
Approved by	Ian	Position	Contracts Manager
Signed	ID	Date	12/05/21
Review by	David	Position	Pre-Construction Manager
Signed	DT	Date	12/05/21

9.0 Appendices

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