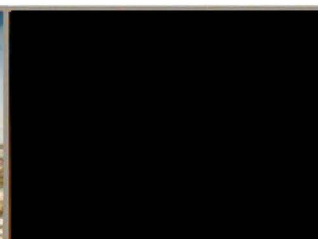


TENDER SUBMISSION



Enhancements &
Improvements to
Grenfell Tower for
KCTMO
February 2014

Rydon

Contents

Financial

Form of Tender

Certificate of Non Collusion

Freedom of Information Form

Contract Sum Analysis

Tender Amplifications

Qualitative

1.0 Organisation

2.0 Logistics

3.0 Programme

4.0 Supply Chain

5.0 Planning

6.0 Quality

7.0 Resident Liaison

8.0 Grant Funding

9.0 Environmental



Rydon

Form of Tender

Rydon

Improvements and enhancements to Grenfell Tower

APPENDIX E

**THE FORM OF TENDER, CERTIFICATE OF NON-
COLLUSION AND FREEDOM OF INFORMATION FORM**

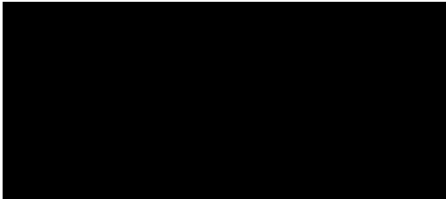
ROYAL BOROUGH OF KENSINGTON AND CHELSEA
TENANT MANAGEMENT ORGANISATION LIMITED

Improvements and enhancements to Grenfell Tower

FORM OF TENDER

We RYDON MAINTENANCE LTD
having examined the Tender Documents offer to undertake to provide all the works set out in
the same for the sum of: £ 9,249,294 [Insert the total figure in words and
numbers]. NINE MILLION TWO HUNDRED AND FORTY NINE THOUSAND
TWO HUNDRED AND NINETY FOUR POUNDS
We currently have the following levels of insurance:

INSURANCES

	<u>Current level of cover</u>	<u>Renewal date</u>
Professional Indemnity Insurance:	£	
Public Liability Insurance	£	
Employer's Liability Insurance	£	

We undertake to complete and deliver the whole of the Works comprised in the Contract
within the 62 * **Calendar Weeks**

We undertake in the event of acceptance of this tender to execute with the Employer, and be
bound by a Form of Contract embodying all the conditions and terms contained in this
Tender.

This tender remains open for consideration for 16 weeks from the date fixed for the
lodgement of tenders.

We undertake in the event of our Tender being accepted to enter into a formal contract
embodying all terms and conditions contained in this Tender and undertake to complete the
Works in accordance with the dates set out in the Specification.

We agree that any errors in pricing or arithmetic be discovered before acceptance of this
offer submitted by me/us that these errors will be dealt with in accordance with JCT Practice
Note 6 (Series 2) 'Main Contract Tendering' – Alternative 1.

We understand that the Employer does not bind himself to accept the lowest or any tender,
and that tenders are prepared at our own expense.

WE FURTHER AGREE that we will not adjust the amount of the tender in accordance with
any agreement or arrangement with any person other than the Employer.

WE FURTHER AGREE that we will not communicate, under any circumstances, to any person other than the Employer the amount of our Tender.

Signed:

SB

Name (Print):

STEPHEN BLAKE (DIRECTOR)

For and on behalf of:

RYDON MAINTENANCE LTD

RYDON HOUSE, STATION ROAD,

FOREST ROW, EAST SUSSEX, RH18 5DW

Date:

13/2/2014

Certificate of Non Collusion

Rydon

Improvements and enhancements to Grenfell Tower

CERTIFICATE OF NON-COLLUSION

The essence of selective quoting is that the Client shall receive bona fide competitive Tender from all bidders. In recognition of this principle we certify that this is a bona fide tender and is intended to be competitive and that we have not fixed or adjusted the Tender by or in accordance with any agreement with any other person. We also certify that we have not done and we undertake that we will not do, at any time before the hour and date specified for the return of this quotation, any of the following:-

1. Communicating to a person other than the person calling for the Tender the amount or approximate amount of the proposed Tender or
2. Entering into any agreement or arrangement with any person that he shall refrain from tendering or as to the amount of any Tender to be submitted.
3. Offering or paying or giving or agreeing to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or having caused to be done in relation to any other Tender.

Signed:

Sh

Name (Print):

STEPHEN BLAKE (DIRECTOR)

For and on behalf of:

RYDON MAINTENANCE LTD.

RYDON HOUSE, STATION ROAD,

FOREST ROW, EAST SUSSEX, RH18 5DW

Date:

13/2/2014

Freedom of Information Form

Rydon

ROYAL BOROUGH OF KENSINGTON AND CHELSEA
TENANT MANAGEMENT ORGANISATION LIMITED

Improvements and enhancements to Grenfell Tower

We have read and understand the Tender Documentation and acknowledge that Employer has obligations in relation to Freedom of Information.

In accordance with the provisions of sections 41 and 43 of the Freedom of Information Act (the Act) we ~~wish~~/do not wish to request an exemption for the information provided to the KCTMO in preparation and completion of our Tender.

We understand that section 41 of the Act provides an absolute exemption for disclosure of information held by a public authority, which would constitute an actionable breach of confidence. During the course of the tender process all information provided to the Employer by us under Table 1 (below) is provided in confidence up to the date of the award of the Contract by the Employer.

We further believe that disclosure of the information referred to in Table 1 (below) after the contract is awarded would, or is likely to, prejudice our commercial interests. In particular, the disclosure of this information would be likely to weaken our position in a competitive environment by revealing market-sensitive information or information of potential usefulness to our competitors.

If we were awarded this Contract we ask that the information in Table 1 be put in a commercially sensitive schedule to the contract.

Table 1: Confidential and commercially sensitive information

Exemption(s) Claimed	Information	Minimum Period of Exemption
Sections 41 and 43		
Sections 41 and 43		

If for any reason the Employer considers releasing any of the above confidential or commercially sensitive information, we ask in the first instance that you contact []. This will enable us to review the nature of the material under consideration for release and also provides the opportunity to support the Employer in its decision whether or not to disclose the information.

We will use all reasonable endeavours to review the commercial sensitivity of the information and inform the Employer (in writing) whether or not we agree that the information should be released within 3 working days of receiving the request.

Signed:

SL

Name (Print):

STEPHEN BLAKE

For and on behalf of:

RYDON MAINTENANCE LTD.

RYDON HOUSE, STATION ROAD,

FOREST ROW, EAST SUSSEX, RH18 5DW

Date:

13/2/2014

Contract Sum Analysis



Contract Sum Analysis - SUMMARY		£
Part 2 Section A - Preliminaries		£ 675,692
Part 4 Employer's Provisional Sums		£ 219,375
Part 5		
B1	7 units of Social Housing	370,256
B2	Works to existing 20-storey Flats and Common Area/Lift Lobbies and Refuse Chute	1,417,782
B3	Nursery, Play Area, Meeting Room and Lobbies	227,697
B4	EMB Offices, Community Meeting Room, Kitchen, Lobbies and Store Room and Staircase	148,829
B5	Boxing Club including toilets and staircase	181,603
B6	Works to Existing Undercroft	10,454
B7	Central Mechanical and Eletrical Services	1,216,729
B8	External Façade (new wall, cladding, windows, curtain walling)	3,830,297
B9	Works to existing Garage	37,781
B10	Works to Basement	0
B11	External & Landscaping Works	599,319
Add for Contractor's Overheads and Profit (Note: If this is included within the priced rates, please indicate the percentage addition here) Sub-total		...12.,5.....%
13	Fees - as scheduled from Novated team	126,438
14	Fees - other - other fees and charges not included in novated fee schedule	187,041
TOTAL AMOUNT CARRIED TO FORM OF TENDER		£ 9,249,294.00

Part 5		
Ref	Cost for Alternative Design Solutions (Refer to Drawings, Specification and Room Data Sheets for the full Scope of Works)	TOTAL £
	<i>Identify the cost of but do not extend the price of the following (cost not to form part of tender sum)</i>	
	<u>Cladding:</u>	
1	New Aluminium cladding including necessary support, insulation, etc. to façade of Tower	- 243,067.00
	<u>Low Temperature Hot Water Heating: -</u>	
2	Main controls installation - Outstation' type controls which can communicate with major Building Management Systems (BMS) installations, such as TREND, etc.	20,454.00
3	Two Small Radiators in Living room, none in Kitchen and associated redecoration works	- 12,567.00
	<u>Heating metering options for all of the areas being provided with the new HIU installations:</u>	
4	Remote hard-wired metering suitable for MBus or similar systems for data collection.	38,837.00
5	Heat metering via remote Hard-wired system suitable for Mbus or similar systems for data collection with 'pay as you go' card payment system	86,216.00
6	Remote wireless operated metering with 'pay as you go' card payment system	Included in above
	<u>Natural Gas:</u>	
7	New boiler plant sub-meter – A digital meter connected to a central BMS/metering system	Included in Tender
	<u>Mechanical Extract Ventilation</u>	
8	Installation of an MEV and all associated works within each flat	130,344.00

Ref	Part 5 PRICING SCHEDULE (Refer to Drawings, Specification and Room Data Sheets for the full Scope of Works)	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	TOTAL	£
		7 units of Social Housing	Works to existing 20- storey Flats and Common Area/Lift Lobbies and Refuse Chute	Nursery, Play Area, Meeting Room and Lobbies	EMB Offices, Community Meeting Room, Kitchen, Lobbies and Store Room and Staircase	Boxing Club including toilets and staircase	Works to Existing Undercroft	Central Mechanical and Electrical Services	External Façade (new wall, cladding, windows, curtain walling)	Works to existing Garage	Works to Basement	External & Landscaping Works		
	General Location	Mezzanine and Walkway +1 Level	20-storey Residential Flats and Common Area	Ground Floor	Mezzanine and Walkway Level	Walkway Level	Adjacent to Garage area	Entire Tower	Entire Tower	Ground floor	Basement	Ground floor - external		
	Element	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £	Total Cost of Element £		
1	Substructure													
1 1	Foundations													
1 2	Ground floor construction including new tanking, insulation, screed, etc.													
1 3	Any other works not included above,													
	Group element total													
2	Superstructure													
2 1	Frame													
2 2	Lower floors - steelwork and composite deck infill	24,760	9,517											
2 3	Core Alterations		44,781											
2 4	Upper floors - including infill slab and concrete up stand	£83,724.15												
2 5	Roof including new insulation and roof covering													
2 6	Decorative screen/cladding to roof													
2 7	New entrance canopy and steel pergola								12,346					
2 8	Stairs, steps and ramps including balustrading & handrails													
2 9	Internal staircase													
2 10	External walls - new enclosure to Tower													
2 11	New Zinc cladding including necessary support, insulation, etc. to façade of Tower								1,312,617					
2 12	New curtain walling system including secondary steel frame, insulation etc. to façade of Tower								473,003					
2 13	New render including insulation, inner leaf etc. to façade of Tower													
2 14	New brickwork to façade of Tower													
2 15	Windows including ironmongery								1,491,195					
2 16	Windows cill/board								474,352					
2 17	External doors, ironmongery		12,624											
2 18	Internal walls and partitions, glazed screens		17,527	122,125	115,305	132,482								
2 19	Wall board with acoustic lining													
2 20	Internal doors, ironmongery		18,346											
2 21	Roller shutters		9,177											

Part 5		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
2	22 Any other works not included above, Contractor to define		32,250										
Group element total		108,484	144,222	122,125	115,305	132,482			3,763,513				4,386,131
3	Internal finishes												
3	1 Wall finishes	136,801	24,738	2,805	2,498	31,350							
3	2 Floor finishes	included	13,902										
3	3 Ceiling finishes	included	1,194				10,454						
3	4 Plasterboard bulkhead	included	16,543										
3	5 Services encasement/boxing up	included	18,773										
3	6 Making good to plastering including filling in holes that fit for redecorating	included	1,661										
3	7 Any other works not included above, Contractor to define		193,993										
Group element total		136,801	270,804	2,805	2,498	31,350	10,454						454,712
4	Fittings, furnishings and equipment												
4	1 General fittings, furnishings and												
4	2 Blinds												
4	3 Special fittings, furnishings and equipment												
4	4 New hopper in refuse chute												
4	5 Any other works not included above,												
Group element total													
SUB-TOTAL CARRIED FORWARD, £		245,285	415,027	124,929	117,802	163,832	10,454		3,763,513				4,840,843

Part 5		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
PRICING SCHEDULE (continued) (Refer to Drawings, Specification and Room Data Sheets for the full Scope of Works)		7 units of Social Housing	Works to existing 20-storey Flats and Common Area/Lift Lobbies and Refuse Chute	Nursery, Play Area, Meeting Room and Lobbies	EMB Offices, Community Meeting Room, Kitchen, Lobbies and Store Room and Staircase	Boxing Club including toilets and staircase	Works to Existing Undercroft	Central Mechanical and Electrical Services	External Façade (new wall, cladding, windows, curtain walling)	Works to existing Garage	Works to Basement	External & Landscaping Works	TOTAL
SUB - TOTAL BROUGHT FORWARD, £		245,285	415,027	124,929	117,802	163,832	10,454		3,763,513				4,840,843
5	Services												
5 1	Sanitary appliances												
5 2	Disposal installations												
<u>Electrical Installations</u>													
5 3	Cap off existing services							3,526					
5 4	Removal of Redundant, strip out of existing Services							7,052					
5 5	Modification work/relocation of existing Electrical Services							17,628					
5 6	Temporary works packages for the services							10,425					
5 7	Main and Sub-Main Distribution	5,131		1,862	5,775			4,427					
5 8	Cable Tray and Trunking Installations							10,549					
5 9	General Lighting	10,844	30,499	65,805	included	included						19,574	
5 10	Emergency Lighting												
5 11	Relocation of existing Lighting												
5 12	General Purpose Power and Ancillary Power Installations	11,040	26,368	13,058				4,369					
5 13	Controls and Electrical Wirings	1,506	11,507										
5 14	Fire Detection and Alarm Systems	2,216		3,745	5,263			23,071					
5 15	Access Control Installation and Entry Phone							38,448					
5 16	Facilities for the disabled	excluded											
5 17	CCTV Installation							8,225					
5 18	Extension of the Communal TV system							4,048					
5 19	TV and Communal Satellite	8,380											
5 20	Containment for Telephone and Data Wiring							1,749					
5 21	Voice and Data Installation							10,730					
5 22	Disabled Toilet Alarm Systems	2,249											
5 23	Earthing and Bonding Installation							1,777					
5 24	Lightning Protection System							985					
5 25	ICT/Building Management System												
5 26	Design of the Electrical Engineering Services							8,912					
5 27	Provision of working drawings, record drawings and maintenance manual etc.							6,748					

	Part 5	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
5 28	Any other works not included above, Contractor to define Preliminaries							24,762					
	Group element total	41,366	68,374	84,470	11,038			187,431				19,574	412,253
	SUB-TOTAL CARRIED FORWARD, £	286,652	483,400	209,399	128,840	163,832	10,454	187,431	3,763,513			19,574	5,253,096

Part 5		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
PRICING SCHEDULE (continued) (Refer to Drawings, Specification and Room Data Sheets for the full Scope of Works)		7 units of Social Housing	Works to existing 20-storey Flats and Common Area/Lift Lobbies and Refuse Chute	Nursery, Play Area, Meeting Room and Lobbies	EMB Offices, Community Meeting Room, Kitchen, Lobbies and Store Room and Staircase	Boxing Club including toilets and staircase	Works to Existing Undercroft	Central Mechanical and Electrical Services	External Façade (new wall, cladding, windows, curtain walling)	Works to existing Garage	Works to Basement	External & Landscaping Works	TOTAL
SUB - TOTAL BROUGHT FORWARD, £		286,652	483,400	209,399	128,840	163,832	10,454	187,431	3,763,513			19,574	5,253,096
Mechanical Services													
5 1	Cap off existing services							2,447					
5 2	Removal of Redundant, strip out of existing Services							18,006					
5 3	Modification works/relocation of existing Mechanical Services							3,877					
5 4	Dry Riser	14,768											
5 5	Isolation arrangement for heating primaries: 2 branches serving 3 flats each							included					
5 6	Temporary works packages for the services							2,883					
5 7	Heating Plant (inc Flues, Pressurisation etc.)	14,698	251,973	3,310	4,302	3,310		106,670					
5 8	Hot Water Installation	4,821	16,672	1,207	568	683							
5 9	Heating Installation	32,353	480,089	10,271	11,411	11,016		77,488					
5 10	Main Controls Installation for Low Temperature Hot Water Heating with Local 'stand-alone' controls							93,056					
5 11	One Large Radiator in Living room, none in Kitchen and associated redecoration works												
5 12	Remote wireless operated metering (for heat metering)												
5 13	Natural Gas Installations							11,742					
5 14	New boiler plant with standard sub-meter - for gas							46,854					
5 15	Mains Cold Water Installation	8,998	91,400	1,902	1,231	1,430		54,671					
5 16	Isolation to existing Water Tanks							1,594					
5 17	Sterilization of Water Services							4,830					
5 18	Mechanical Ventilation systems	7,966	94,249	1,608	2,476	1,332		22,988					
5 19	Mechanical Extract/Ventilation systems in Basement							18,776					
5 20	Mechanical Services Wiring Requirement Installation							included					
5 21	Smoke extract system							84,675					
5 22	Alteration works to main foul drainage							14,692					
5 23	Sanitary plumbing/Above Ground Drainage							1,004					

	Part 5	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
5 24	Design of Mechanical Engineering Services							62,110					
5 25	Provision of working drawings, record drawings and maintenance manual etc.							included					
5 26	Temporary services							included					
5 27	B.W.I.C with services including forming holes, etc												
5 28	Testing and commissioning of services							83,141					
5 29	Any other works not included above, Contractor to define							317,792					
	Preliminaries												
	Group element total	83,604	934,382	18,298	19,989	17,772		1,029,298					2,103,342
	SUB-TOTAL CARRIED FORWARD, £	370,256	1,417,782	227,697	148,829	181,603	10,454	1,216,729	3,763,513			19,574	7,356,438

Part 5		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
PRICING SCHEDULE (continued) (Refer to Drawings, Specification and Room Data Sheets for the full Scope of Works)		7 units of Social Housing	Works to existing 20-storey Flats and Common Area/Lift Lobbies and Refuse Chute	Nursery, Play Area, Meeting Room and Lobbies	EMB Offices, Community Meeting Room, Kitchen, Lobbies and Store Room and Staircase	Boxing Club including toilets and staircase	Works to Existing Undercroft	Central Mechanical and Electrical Services	External Façade (new wall, cladding, windows, curtain walling)	Works to existing Garage	Works to Basement	External & Landscaping Works	TOTAL E
SUB - TOTAL BROUGHT FORWARD, £		370,256	1,417,782	227,697	148,829	161,603	10,454	1,216,729	3,763,513			19,574	7,356,438
7	General Work to Existing Buildings												
7 1	Minor demolition works and alterations and make good											43,739	
7 2	Removal of existing floor, wall and ceiling finishes and make good												
7 3	Removal of existing roof covering and make good												
7 4	Removal of existing windows to receive new windows								66,784				
7 5	Removal of existing cantilever canopy and make good												
7 6	Relocation of any other existing equipment, fixture, etc.												
7 7	Repairs to existing services												
7 8	DPC / fungus and beetle eradication												
7 9	Cleaning existing surfaces												
7 10	Renovation works												
7 11	Any other works not included above, Contractor to define												
Group element total									66,784			43,739	110,523
8	External works												
8 1	Site preparation works											25,680	
8 2	Demolition to existing external stepped ramp											131,217	
8 3	Alteration to existing levels												
8 4	Roads, paths and paving											200,366	
8 5	New safety surface											91,532	
8 6	Planting and trees											28,925	
8 7	Fencing, railings and walls and gate											18,911	
8 8	Realignment of External wall												
8 9	New brick wall												
8 10	Site/street furniture and equipment												
8 11	Cycle stands												
8 12	Bollards												
8 13	Below Ground Drainage to Buildings												
8 14	Drainage to external hard surfacing											27,868	
8 15	External lightings											5,137	

Part 5		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
8 16	Minor building works and ancillary buildings									37,781		6,370	
8 17	Any other works not included above, Contractor to define												
Group element total										37,781	536,006	573,787	
9	Facilitating Works												
9 1	Toxic/hazardous material removal												
9 2	Asbestos removal based on Asbestos survey in Appendix A												
9 3	Major demolition works, forming floor opening, cut out concrete slab, etc. and make good												
9 4	Take up existing concrete floor slab and make good												
9 5	Demolition to existing staircase and steps and make good												
9 6	Demolition of existing stud wall partition and doors and make good												
9 7	Demolition of existing masonry walls and make good												
9 8	Removal of existing doors, fittings, etc. and make good												
9 9	Hoarding and protection works												
9 10	Protection works to existing services located in the main core												
9 11	Temporary flooring												
9 12	New fire-rated passage												
9 13	Temporary stair access from ground to Walkway												
9 14	Removal of temporary works, temporary stairs, etc.												
9 15	Specialist ground works												
9 16	Temporary diversion works												
9 17	Extraordinary site investigation works												
9 18	Any other works not included above, Contractor to define												
Group element total													
10 B	Others												
10 1	Contractor to include here for any other work necessary to fulfil the requirements of the Employer's Requirements (separate list of items to be provided if necessary)												
Group element total													



	Part 5	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	
	TOTAL TO CONTRACT SUM ANALYSIS SUMMARY	370,256	1,417,782	227,697	148,829	181,603	10,454	1,216,729	3,830,297	37,781		599,319	

RYD00094244/24
RYD00094244_0024

Tender Amplifications

Rydon

Tender Amplifications

It is our practice to append amplifications to every tender in order to clarify as fully as possible the basis of our submission. This avoids future doubt and highlights issues which need to be addressed in contract discussions.

Generally we comply with the employer's requirements but wish to clarify our tender as follows:

- 1 This offer is subject to contract.
- 2 If our tender is under consideration we would need to discuss the conditions of contract, wording of the bond and other ancillary documents.
- 3 Our tender is exclusive of VAT.
4. We confirm that we have made no allowance in our bid for Section 106 payments or commuted sums
- 5 We would wish to see the land title documents before commenting on wayleaves, easements and rights of way.

Staged payments/milestone schedules

We have priced the scheme as drawn and assume it complies with the employer's spacial requirements.

Should we be successful we would wish drawings to be made available in CAD format and reports to be assigned to us with no charge.

For clarity we confirm no allowance has been made for the following:

Asbestos

Party wall surveyors, fees or works

Rights of Light surveyors, fees of works, insurance or compensation

Japanese Knotweed

Section 106 payments or commuted sums in respect of any adoption agreements

Planning fees

Ordnance removal

Costs or delays associated with archaeological interest

Contamination

Rydon

I.0 Organisation



1.1 Please provide the structure and organisation of your overall project team(s) including the details of the design, construction, procurement and management teams throughout the project lifecycle (e.g. pre-construction, construction, defects liability period). Please indicate where the project will be managed e.g. identify site or head office.

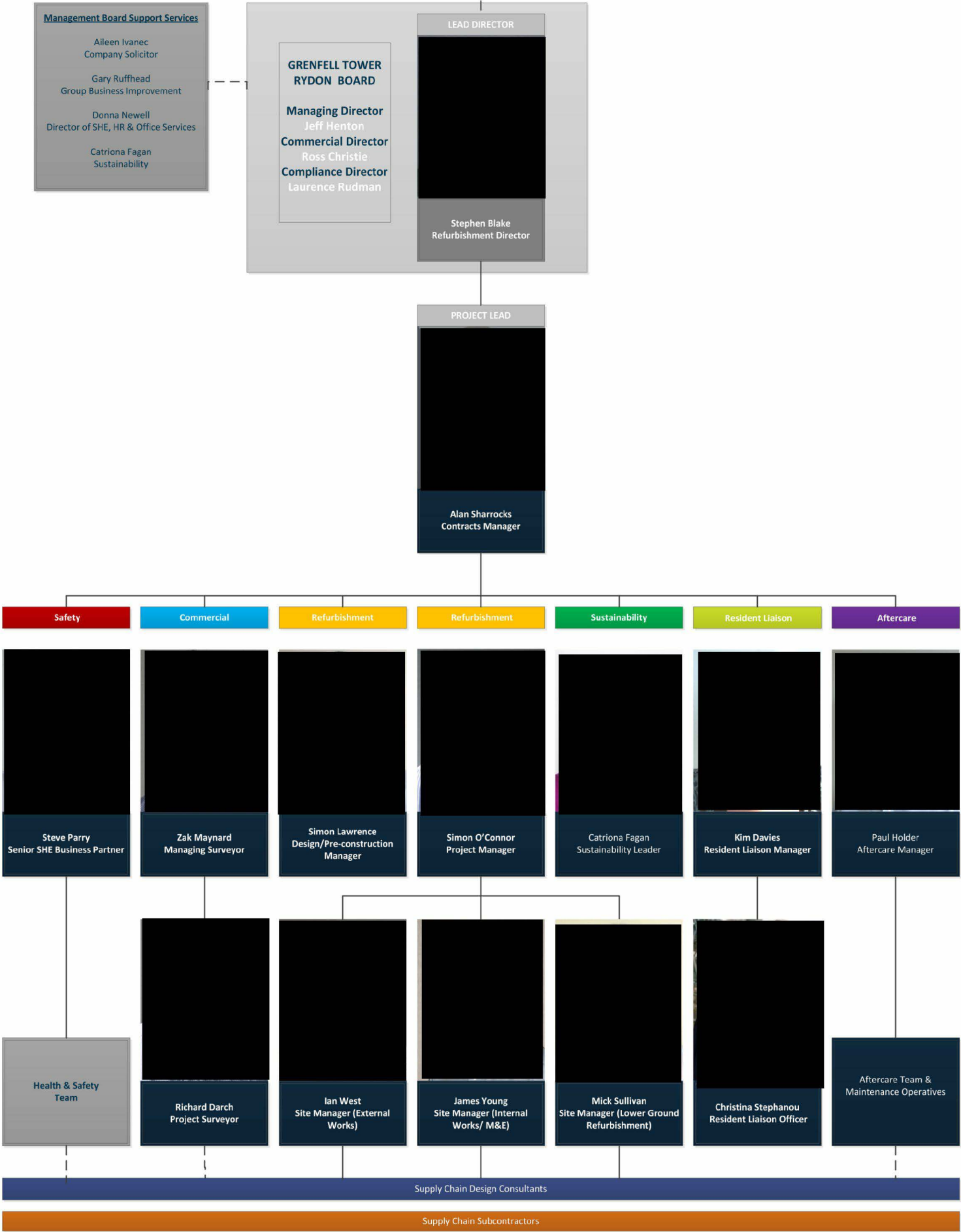
Please find attached overleaf the structure chart of our overall project team.

The project will have a full time management team so will therefore be managed from site with support from our head office.

In order to accommodate this we have made provision for a site office, RLO office and meeting facilities within the tower for the duration of the works. We have also contacted the enterprise centre opposite the tower with the intention of using larger meeting facilities when required and re locating our site office in the later stages of the tower refurbishment.



Project Structure Chart for the Enhancements and Improvements to Grenfell Tower



1.2 Please provide summary one page CVs for all proposed key personnel within the contractor and any known key supply chain teams covering all project stages.

CVs for all proposed key personnel and any known key supply-chain teams are attached overleaf.

Stephen Blake

Profile

Steve began his career in construction with Rydon 1985. Since then he has progressed through the industry disciplines, to Refurbishment Director, currently overseeing the Refurbishment team's Contracts Managers, Site Production teams and Resident Liaison Officers.

Relevant Project Experience

Ferrier Point, Canning Town: £8.6m

The refurbishment and new build extension of a 23 storey tower block. The largest element of works comprised of a new insulated aluminium rainscreen cladding system which incorporated Triple glazed window system and 375m² Photovoltaic array which was used to power the Landlords electrics. Other works included new kitchens and bathrooms, new windows, and new heating systems, all whilst the properties remained occupied by residents.

Chalcotts Estate, Camden: £66.2m

The refurbishment of 5no. high rise tower blocks (4no. 22 storeys and 1no. 18 storeys). The works comprised of a full internal and external upgrade to the blocks, including new kitchens and bathrooms, central heating systems, roof work and recladding.

Ashmole Estate (Ph 1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).



Position within the Team

Refurbishment Director

Role within the Team:

Steve is responsible for H&S, strategic partnering relationships with clients, supply-chain management, training, recruitment, managing the refurbishment element of the Group business.

Steve has played a key role in our tender process for Grenfell Tower and will continue to fill an active role in strategic supply chain partnering and resident engagement, to achieve a best value, high quality service delivery.

Qualifications:

- MCIOB
- HNC Building Studies
- CSCS Contracts Manager
- Post Graduate Rydon Certificate in Management, Customer Care Excellence
- Equality & Diversity Awareness
- Appointed Persons First Aid
- Lifting Operations
- Site Management Safety Module 5

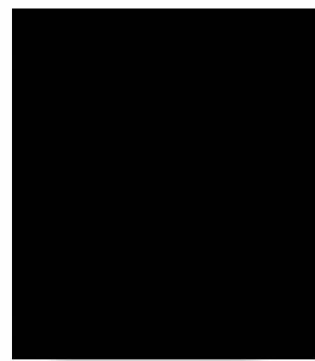
Benefits to the Project

Steve understands the importance of interpreting, managing and co-ordinating all stakeholder expectations into the design development process which will ultimately deliver a successful project for all concerned. The aim is to ensure that all members of the project team would work with Rydon again.

Steve fulfils a 'champions' role with respect to CSR promoting understanding throughout the company and with Clients by ensuring that examples of good deeds/best practice are encouraged, recorded and shared by individual case studies.

Sustainability in all forms is high on Steve's priority list and he has led the 'Bag4Life' initiative that helps show Residents the benefits that can be achieved for them by reducing their own carbon footprint.

Alan Sharrocks



Profile

Alan joined Rydon in 2004 as a Project Manager and after delivering a number of successful schemes and achieving further professional qualifications was promoted to Contracts Manager in 2009. Alan is a specialist in delivering multi-faceted major refurbishment schemes, primarily with residents in occupation.

Relevant Project Experience

St Georges Estate: £5.6m

The external refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Ashmole Estate (Ph1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

Chalcotts Estate: £66m

The refurbishment of 5no. high rise tower blocks (4no. 22 storeys and 1no. 18 storeys). The works comprised of a full internal and external upgrade to the blocks, including new kitchens and bathrooms, central heating systems, roof work and recladding.

Ferrier Point: £8.6m

The refurbishment and new build extension of a 23 storey tower block. The largest element of works comprised of a new insulated aluminium rainscreen cladding system which incorporated Triple glazed window system and 375m² Photovoltaic array which was used to power the Landlords electrics. Other works included new kitchens and bathrooms, new windows, and new heating systems, all whilst the properties remained occupied by residents.

Position within the Team

Contracts Manager

Role within the Team:

Alan will be responsible for overall management of all aspects of the contract delivery.

From overseeing the final design phases, Alan will manage on-site delivery teams, in terms of customer care, resource management, progress, partnering, quality, cost, performance monitoring and CSR initiatives.

Qualifications:

- BSc (Hons) Construction Management
- MCIOB
- BTEC Advanced Professional Diploma M&E Commissioning Management
- CITB Site Managers Safety Training Scheme
- CSCS Cardholder
- First Aid
- Drugs Awareness
- SAF SMSTS
- Sustainability Workshops
- Equal Opportunities and Diversity

Benefits to the Project

Alan is accomplished at achieving project completion on, time and on budget, whilst also being an effective communicator and facilitator of good customer care.

Alan is able to positively contribute technical expertise and facilitate informed choice for clients and residents during value engineering and decision making processes. This applies to projects at both pre-tender and pre-start stages.

Alan promotes the effective management of environmental initiatives such as the installation passive energy saving products, waste minimising and mechanical efficiency through centralised boiler plant, heat recovery and photo-voltaic cells.

Simon Lawrence

Profile

Simon joined Rydon's team in 2004 as an Assistant Site Agent before being promoted to Project Manager where he successfully delivered a number of similar projects to Grenfell Tower.

In 2013 Simon was again promoted to Pre Construction manager, where he brings vast experience in tower block refurbishment and ensures best practice and value engineering is utilised during tender and mobilisation stages.

Relevant Project Experience

St Georges Estate, Shadwell: £5.6m

The external refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Chalcotts Estate, Camden: £66.2m

The refurbishment of 5no. high rise tower blocks (4no. 22 storeys and 1no. 18 storeys). The works comprised of a full internal and external upgrade to the blocks, including new kitchens and bathrooms, central heating, roof work and recladding.

Ashmole Estate (Ph 1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

Position within the Team

Design/Pre-construction Manager

Role within the Team:

Simon has been the main point of contact with the client throughout the tender process. He has used his knowledge to formulate what we believe to be the most robust and deliverable solution for Grenfell Tower.

Post award Simon will continue to work with the contract and project managers to ensure the scheme design, planning and mobilisation is as effective as possible.

Qualifications:

- Institute of Leadership & Management Level 5 Certificate & Diploma
- CIOB Certificate & Diploma in Site Management
- NVQ Level 3 Welding & Fabrication & Engineering
- CSCS Card holder
- Site Management Safety Modules 1-5
- First Aid at Work
- Lifting Operations – Appointed Person
- Scaffold Inspection
- IPAF – Mast Climber training (Demonstrator level)
- Fire Warden
- Asbestos Awareness
- Manual Handling

Benefits to the Project

Simon is driven to deliver the best value project for our Clients. He enjoys the challenge of reviewing construction techniques and ways of planning. His aim is to continuously improve our methods of construction to ensure the best product is delivered for the end user whilst minimising the risk and disruption to their lives.

Simon is an Associate Member of the Chartered Institute of Builders (CIOB) and a Member of the Institute of Leadership & Management (ILM).

Zak Maynard

Profile

Zak joined Rydon in 1997 as a Trainee Quantity Surveyor and has since progressed to a Managing Surveyor position.

Currently, he is overseeing a number of refurbishment schemes which involve PPC 2000, NEC3 and JCT Minor Works construction forms ranging from £500,000 to £10 million in value.

Relevant Project Experience

Myatts Field North: £9.8m

The refurbishment element of this PFI contract at Myatt's Field North comprised the following works to the Decent Homes Plus standard to 127 tenanted properties. The works included new kitchens/bathrooms, electrical re-wire, landscaping and green works, new roof covers as required, new windows/doors, provision of a District Heating system, envelope upgrade works to 44 leaseholder properties, shell and core refurbishment works to 8no existing shop properties.

305 occupied properties required minor upgrading and refurbishment works to achieve an availability standard prior to their demolition at a later date. These homes will eventually be replaced as part of the larger estate regeneration.

Ashmole Estate (Ph1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

St George's Estate: £5.6m

The external refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Position within the Team

Managing Surveyor

Role within the Team:

Zak's role is to oversee all aspects of financial control and reporting on all projects delivered by the Refurbishment Team.

He manages a team of Surveyors and responsibilities include resource procurement; measurement of works; monthly valuations and payment to subcontractors with reference to the project budget; producing cash flow forecasts for clients and for internal reporting; costing project variations and providing alternatives; advising the team on budgetary allowances; and reporting internally by way of cost/value reconciliations.

Qualifications:

- BSc (Hons) Quantity Surveying
- Forms of Contract including NEC and PFI
- Site Management Safety Modules 2;
- RSL & HC Design Standards
- Subcontractor Disputes
- Fire Safety Training
- Manual Handling Training
- Time and Money Course
- Equal Opportunities & Diversity

Benefits to the Project

Zak confidently leads the Surveying Team in terms of design, technical requirements, health and safety, subcontractor management and customer care.

He is able to positively contribute technical expertise and facilitate informed choices for clients and residents during value engineering and decision making processes. This applies to projects at both pre-tender and pre-start stages.

Zak has been instrumental in the set up of the Quality procedures set out in the Rydon Management System within the Refurbishment Team, and regularly audits the Team to ensure compliance.



Simon O'Connor

Profile

In 2002 Simon joined Rydon as a Finishing Foreman on a £6 million turn-key hospital scheme in Acton. Since then Simon has been promoted to Project manager and has continued to work on occupied schemes in both the housing and health sectors. This experience has given Simon a unique understanding of delivering schemes that are both quality and time critical and involve excellent communication and consultation with residents and stakeholders.

Simon has worked on three similar projects to Grenfell Tower whilst with Rydon as outlined below.

Relevant Project Experience

St Georges Estate: £5.6m

The external refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Chalcotts Estate, Camden: £66.2m

The refurbishment of 5no. high rise tower blocks (4no. 22 storeys and 1no. 18 storeys). The works comprised of a full internal and external upgrade to the blocks, including new kitchens and bathrooms, central heating systems, roof work and recladding.

Ringcross Estate: £8.2m

The refurbishment of 174 tenanted properties to achieve Decent Homes Standard, with works including new kitchens and bathrooms, upgrading the internal mechanical and electrical services, new roofs/walkways, window replacement, estate security, lift replacements, concrete and brickwork repairs, and overhaul of estate lighting and drainage.

Position within the Team Project Manager

Role within the Team:

Simon is responsible for managing the smooth delivery of the project. He is responsible for all operations on site, including; delivery to programme and budget; co-ordinating design; and management of subcontractors.

Simon produces the works programme and is responsible for compiling the health and safety plans for client approval and managing health and safety on site.

Qualifications:

- CIOB
- HNC Building Studies
- Level 3 Institute of Management
- Site Management Safety Modules 1-5
- First Aid at Work - Appointed Persons
- Scaffold Inspection
- Asbestos Awareness
- Drug and Alcohol Awareness
- International Powered Access Federation – Mast Climber Demonstrator

Benefits to the Project

Simon is passionate about the site team working well together to ensure site management is to the highest standard. He confidently leads the on-site team in terms of design, technical requirements, health and safety, subcontractor management and customer care.

He is able to positively contribute technical expertise and facilitate informed choice for clients and residents during value engineering and decision making processes. This applies to projects at both pre-tender and pre-start stages.

Simon has recently become a member of the Institute of Leadership and Management and is also an Associate of the Chartered Institute of Building.



Richard Darch

Profile

Richard joined Rydon in 2011 as a Quantity Surveyor. Originally from fast track fit sector, Richard brings a wealth of experience from this demanding market.

He has experience working on major refurbishment projects with mid to high contract values that require completion within short construction programme durations. He is experienced in working under both design and build and partnering arrangements using all major contract types including JCT, NEC and PPC 2000.

Relevant Project Experience

St Georges Estate: £5.6m

The external refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Cambourne Court: £2.3m

The internal and external refurbishment of 111no units in a 11 storey block. Works included asbestos removal, new kitchens and bathrooms, full rewiring, replacing storage heaters with individual gas fired central heating, repaired building facades, and replaced roofing.

The contract was carried out using the award winning Relish (Residents 4 Low Impact Sustainable Housing) principles which are fundamentally based on the provision of education and awareness to create a culture of sustainable living.

Position within the Team Surveyor

Role within the Team:

Richard's role includes all aspects of financial control and reporting during the project.

Project Specifics include:

- Cash Flow Forecast
- Value Engineering
- Variation Costing
- Monthly Budget reporting to Client
- Monthly Valuations

Internal Responsibilities include:

- Package Procurement & Execution
- Measurement of Works
- Monthly Valuations
- Subcontractor Payments

Qualifications:

- BSc (Hons) in Construction Management
- Health and Safety Training
- CSCS
- JCT Contracts Seminar
- NEC Contracts Seminar

Benefits to the Project

Richard is a confident and responsible delivery team member, working together with the Project Team, leading and managing the Project in terms of design, technical requirements, health and safety, subcontractor management and customer care.

Working with previous clients and residents, Richard has contributed technical expertise and facilitates informed choices for clients. Value engineering has also been a key role and the ability to offer product choice and costs have aided client budgets and project durations.

Ian West

Profile

In 2005, Ian began university studying Construction and Property Management at the University of the West of England. After the first two years of his degree, he joined Rydon in 2007 for his placement year. During this year, he was placed on a new build housing site consisting of 27 houses and 5 industrial units. Ian then returned to university to complete his final year of studies, where he achieved a 2.1 degree.

In 2011, Ian returned to Rydon as a Trainee Site Manager, where he initially worked on the FutureFit project which involved retrofitting sustainable solutions to existing housing stock for Affinity Sutton. Having successfully delivered on this scheme Ian's next scheme was Ashmole Estate as Assistant Site Manager.

Relevant Project Experience

Ashmole Estate (Ph 1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

FutureFit – Affinity Sutton: £150k

Rydon was involved in the specification and interpretation of various refurbishment works of 30 properties of different property types (flats, 1-bed and 2-bed) to find solutions to make the works more efficient. Bailey Garner supported Rydon by calculating the energy ratings for various options, prior to Rydon fully investigating the supply chain to find the most effective solution with the best return (in economic and CO2 value). The most regular solutions were air tightness measures and heat recovery fans.

Position within the Team

Site Manager (External Works)

Role within the Team:

Ian's main role will be managing our sub-contractors in the delivery of the external cladding and window replacement as well as organising and driving the programme forward. Ian will also ensure all relevant site administration is kept up to date as well as managing health and safety on site and rectifying issues in a timely manner.

Qualifications:

- BSc (Hons) Construction and Property Management
- Working towards CIOB
- Site Supervisors Safety Training Scheme
- First Aid at Work
- Scaffold Safety Inspection
- Fire Warden
- Slinger/Signaller

Benefits to the Project

Ian has a broad understanding of construction and the processes surrounding it. He has been able to apply this knowledge in his current role by overcoming unforeseen problems in a timely and effective manner.

He is helpful and approachable and has always maintained a professional and effective approach when dealing with contractors, clients, and tenants.

Ian will be undertaking further training in the near future on courses such as the Site Managers Safety Training Scheme, asbestos awareness, and waste management. He will also be completing his professional membership with the CIOB.

Ian has previously work with the Grenfell Tower project manager Simon O'Connor who will assist Ian throughout.

James Young



Profile

In 2005, James joined Rydon as an Assistant Site Agent on the Grove Estate, running the internal programme worth £9 million. He has since been involved in the refurbishment of the Samuda and Kingsbridge Estates on the Isle of Dogs, managed internal works to the Ringcross Estate, plus various regeneration projects over the past 5 years, with successful results.

Relevant Project Experience

St Georges Estate: £5.6m

The refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Ringcross Estate: £8.3m

The refurbishment of 174 tenanted properties to achieve Decent Homes Standard, with works including new kitchens and bathrooms, upgrading the internal mechanical and electrical services, new roofs/walkways, window replacement, estate security, lift replacements, concrete and brickwork repairs, and overhaul of estate lighting and drainage.

Chalcotts Estate: £66m

The refurbishment of 5no. high rise tower blocks (4no. 22 storeys and 1no. 18 storeys). The works comprised of a full internal and external upgrade to the blocks, including new kitchens and bathrooms, central heating systems, roof work and recladding.

Position within the Team

Site Manager (Internal Works/M&E)

Role within the Team:

James' responsibilities will include the day to day running of the site, liaising with the client and subcontractors, and general health and safety of all internal elements of the Grenfell Tower refurbishment.

James also attends site and budget meetings for all packages of the works to widen his commercial understanding of the business and to enable him to gain a better understanding of the budget.

Qualifications:

- St Johns Ambulance 1st Aider
- CITB Site Managers Safety Training Scheme
- Scaffold Inspection
- Asbestos Awareness

Benefits to the Project

James will bring a positive outlook to Site Management

He believes that Site Management is not only about effectively planning and implementing a strategy but also reacting to different scenarios in the correct manner. James considers himself able to do this successfully, whilst also continuing to stay focused with the job in hand.

Occupied refurbishment in particular requires the right approach and mentality to understand the diverse needs and requirements that residents may have with works on-going, which is an area James excels at.

Mick Sullivan

Profile

Mick joined Rydon in January 2003 as an Externals Manager on the Studley Estate, a refurbishment project, in which he ran all external elements of the job. Mick has worked on a number of similar projects to Grenfell Tower and specialises in managing works packages that have a high impact on residents and require careful planning.

Relevant Project Experience

Ferrier Point: £8.6m

The refurbishment and new build extension of a 23 storey tower block. The largest element of works comprised of a new insulated aluminium rainscreen cladding system which incorporated Triple glazed window system and 375m² Photovoltaic array which was used to power the Landlords electrics. Other works included new kitchens and bathrooms, new windows, and new heating systems, all whilst the properties remained occupied by residents.

Chalcotts Estate, Camden: £66.2m

The refurbishment of 5no. high rise tower blocks (4no. 22 storeys and 1no. 18 storeys). The works comprised of a full internal and external upgrade to the blocks, including new kitchens and bathrooms, central heating, roof work and recladding.

Ashmole Estate (Ph 1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

Position within the Team

Site Manager (lower ground refurbishment)

Role within the Team:

Mick is responsible for managing the smooth delivery of the project. He is responsible for all operations on site, including; delivery to programme and budget; co-ordinating design; and management of subcontractors.

Mick is also responsible for producing programmes, method statements and risk assessments, attending and chairing meetings and liaison with the clients and their professional teams.

Qualifications:

- GNVQ Construction
- HNC Building Studies
- PASMA Mobile Towers
- SAF Scaffold Safety Inspection 1
- Asbestos Awareness
- Site Management Safety Course Module 5
- First Aid at Work
- Drug & Alcohol Awareness
- GB Hoist Operator
- IPAF Mast Climber Demonstrator

Benefits to the Project

Mick is extremely conscientious and passionate about all elements of the day to day running of the site. This is reflected by the quality of management of his sites and the excellent working relationships he has established, performing to the highest of standards.

He installs confidence and leads the on-site team, making tactical and technical decisions, liaising competently with the client, the subcontractors and all that come into contact with him.

Mick's positive attitude, high quality expertise and attention to detail are most apparent in the final completed stages of each phase emphasising the great pride he has for his work.

Steve Parry

Profile

Steve joined Rydon in 2013 and has over 20 years experience in the construction industry.

After leaving school he began his career in construction as a scaffolder in Her Majesties Dockyard Portsmouth; before moving on to groundwork's, felt roofing, bricklaying and internal works. This early experience provided an excellent background for securing a position in the health and safety genre of the industry, which he has undertaken for the last nine years.

Relevant Project Experience

Ashmole Estate (Ph 1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

St Georges Estate, Shadwell: £5.6m

The external refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Position within the Team

Senior SHE Business Partner

Role within the Team:

Steve is responsible for all matters H&S related. His role involves: providing assistance and advice to all site teams, assisting with the implementation of RAMS; providing advice on environmental matters; reviewing and analysis statistical data; and working alongside operatives to provide guidance on all legislation.

Qualifications:

- Currently studying NVQ Level 5 Occupational Health & Safety
- NEBOSH General Certificate
- NEBOSH Construction Certificate
- NEBOSH Fire Risk Management
- Tutored to NEBOSH Level 6 dip 2006-07

Benefits to the Team:

Steve's aim is to promote a positive safety and environmental culture that is incident free, highly productive and profitable in accordance with best practice.

He prefers to encourage and educate the site teams in all matters of Health and Safety, rather than policing them and is always looking for a solution rather than being involved in diplomatic or political site or project based arguments.

Steve is fully aware that his roles primary purpose is to protect the Rydon Group, its assets and personnel; he encourages communication from management and operatives alike to enable this to happen and so putting him in the best position to defend against any H.S.E or local authority prosecutions.

Kim Davies

Profile

Kim is an experienced Resident Liaison Manager with 10 years in a variety of customer services roles including Tenant Representative and Resident Liaison Officer. In her previous employment, she oversaw a team of 21 Resident Liaison Officers across a number of schemes throughout the Southern Region, before joining Rydon in 2013.

Relevant Project Experience

Myatts Field, Lambeth: £9.8m

The refurbishment element of this PFI contract at Myatt's Field North comprised the following works to the Decent Homes Plus standard to 127 tenanted properties. The works included new kitchens/bathrooms, electrical re-wire, landscaping and green works, new roof covers as required, new windows/doors, provision of a District Heating system, envelope upgrade works to 44 leaseholder properties, shell and core refurbishment works to 8no existing shop properties.

305 occupied properties required minor upgrading and refurbishment works to achieve an availability standard prior to their demolition at a later date. These homes will eventually be replaced as part of the larger estate regeneration.

St Georges Estate, Shadwell: £5.6m

This project was the external refurbishment of 3no. high rise tower blocks (ranging from 20-26 storeys), 5no. 4 storey blocks and 5no. bungalows. The works included structural repairs, double glazed window installation, insulated roof works, cavity wall fill and asbestos removal. All works carried out with residents in occupation.

Ashmole Estate (Ph 1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

Position within the Team:

Resident Liaison Manger

Role within the Team:

Kim will work with the Contracts Manager and her team to develop the communication strategy with the residents and organise any community initiatives.

With the onsite RLO reporting directly to Kim, it will create an impartial approach to liaison that ensures resident concerns stay at the heart of our approach.

Qualifications:

- Resident Liaison Level 2
- First Aid
- Fire Marshall
- Personal Safety Awareness Course
- Community Mapping
- Asbestos Awareness
- CSCS Card Holder

Benefits to the Project:

- Promotes Customer Care Excellence
- Prioritises resident welfare, engagement and involvement
- Applies an advocacy role when impartially representing residents and reports to the Refurbishment Director

Christina Stephanou



Profile

Christina will be the Rydon Resident Liaison Officer, delivering Customer Care excellence to all residents of Grenfell Tower. Since joining us in 2006 Christina has worked on a number of occupied tower refurbishment projects similar to Grenfell Tower, which will assist her in the effective planning and implementation of a customer focused strategy from day one of the scheme.

Relevant Project Experience

Grove and Hyde Village: £21m

The refurbishment of 653 homes to complete the regeneration of the estates. Works included new kitchens and bathrooms, the upgrading of internal services, new heating, external repairs to building facades, new refuse arrangements, window replacement, and extensive environmental improvements.

All works were completed with residents in occupation.

Chalcotts Estate, Camden: £66.2m

The refurbishment of 5no. high rise tower blocks (4no. 22 storeys and 1no. 18 storeys). The works comprised of a full internal and external upgrade to the blocks. Simon was responsible for all aspects of the external works from structural repairs to the installation of a new Insulated aluminium rainscreen cladding and window system.

Ashmole Estate (Ph 1): £10m

The refurbishment to a 22 storey high rise block, terrace houses, 4 storey sheltered accommodation, 4 storey maisonettes and 2no. 18th century houses with Grade 2 listed and conservation restrictions.

The high risk works comprise of Asbestos removal, major podium demolition followed by new build remodelling, the installation of a new BMS controlled communal heating system (including 2no. plant rooms, Heat Interface units), insulated render and window renewal to the high rise block.

All of the properties are undergoing the standard type of major refurbishment works (windows, roofs, kitchens, bathrooms, domestic electrics and heating) and upgrades to landlords services (electrical rising main, security systems, CCTV, door entry).

Position within the Team

Resident Liaison Officer

Role within the Team:

She will work with the team to ensure:

- Effective and accessible communication
- Support and relationship building
- Excellent resident consultation, involvement and engagement
- That resident welfare is paramount throughout
- Resident Liaison procedures are adhered to and all correspondence is well planned and organised

Qualifications:

- Drugs & Alcohol Awareness
- RLO Training Course Level 2
- First Aid at Work – Appointed Persons
- Health & Safety at Work
- Self Defence
- Customer Care & Equality and Diversity
- Microsoft Word & Excel

Benefits to the Project

Christina is a 'people's person' whilst also maintaining a structured approach to communicating effectively when dealing with enquiries, comments, complaints or compliments.

Christina is recognised by others as an individual who will go above and beyond to build a positive rapport, providing all appropriate information and support, to meet the individual needs of each resident.

She takes an active role in ensuring that residents have informed choice throughout the refurbishment process, and provides support to them at every stage of the programme

She is enthusiastic in her presentation of our school safety talks to children having written our safety story book for younger children called 'Joe's Story' and designed our safety bookmark.

Grenfell Tower

HARLEY CURTAIN WALL LTD – SUPPLY CHAIN PARTNER
TO RYDON CONSTRUCTION

CV details – Daniel Anketell-Jones

Profile:

Daniel originally trained as a draughtsman. Daniel has worked on a number of similar projects to Grenfell Tower whilst with Harley. Daniel has been selected for this project due to his experience with tower block refurbishment schemes.

Relevant project experience:

- **Rydon Group, Chalcot Estate, Camden - £16m**
window replacement and over-cladding to 5 high tower blocks, circa 700 occupied properties
- **Rydon Group, Ferrier Point, Newham value - £3.5m**
window replacement and over-cladding, single 23 storey occupied tower block. Upgrade to wall insulation and triple glazing through government funding
- **Wates Living Space, Little Venice, Harrow - £5.2m**
over-cladding to external walls, plus column and beam casings. 6 occupied high rise tower blocks.
- **Buxton Group, Castlemaine Tower, Wandsworth £3m**
window replacement, over-cladding, and curtain walling to single 21 storey occupied tower block. Enclosing of balconies to create glazed winter garden feature.

Position within team:

Design Manager

Role within team:

Designer and dept manager

Qualifications:

*MSc structural engineering
BEng Robotics and autom
manufacture*

Benefits to the project:

*Daniel will provide the
following specialist skill set:*

- spec analysis
- engineering
- design detailing
- budgetary control
- design liaison



Grenfell Tower

HARLEY CURTAIN WALL LTD – SUPPLY CHAIN PARTNER
TO RYDON CONSTRUCTION

CV details – **Mark Stapley**

Profile:

Mark originally trained as a draughtsman. Mark has worked on a number of similar projects to Grenfell Tower whilst with Harley. Mark has been selected for this project due to his experience with tower block refurbishment schemes.

Relevant project experience:

- **Rydon Group, Chalcot Estate, Camden - £16m**
window replacement and over-cladding to 5 high tower blocks, circa 700 occupied properties
- **Rydon Group, Ferrier Point, Newham value - £3.5m**
window replacement and over-cladding, single 23 storey occupied tower block. Upgrade to wall insulation and triple glazing through government funding
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- **Buxton Group, Castlemaine Tower, Wandsworth £3m**
window replacement, over-cladding, and curtain walling to single 21 storey occupied tower block. Enclosing of balconies to create glazed winter garden feature.

Position within team:

Operations Director

Role within team:

Technical and Operations

Qualifications:

TEC Dip Building Studies

HTC Certificate (yr 1)

Benefits to the project:

Mark will provide the following specialist skill set:

- technical assessments
- procurement methods
- supplier selection
- CAD management
- operational management



Grenfell Tower

HARLEY CURTAIN WALL LTD – SUPPLY CHAIN PARTNER
TO RYDON CONSTRUCTION

CV details – **Rob Maxwell**

Profile:

Rob originally trained as a site manager. Rob has worked on a large number of new build and refurbishment facade projects. Rob has been selected for this project due to his experience in managing multiple site teams, and client liaison.

Relevant project experience:

- **81 Black Prince Road, London - £9m**
new build multi-storey residential housing scheme with high specification facade incl unitised curtain walling and honeycomb backed stone
- **Royal London Hospital - £4m**
new build hospital involving multi-faceted envelope package. Working in live hospital environment, with emphasis on client liaison and safety
- **BP3 State Street Bank, London - £4m**
new build high specification facade package. Responsible for overseeing design through Italian design house
- **Terminal 5, Heathrow Airport - £5m**
project involving 3 miles of glazed wall linings and three glazed lift shafts. Responsibility for all site fixing gang, and co-ordination with client (BAA) and monitoring of KPI's

Position within team:

Contracts Manager

Role within team:

Management of site teams

Qualifications:

*IOSH Safety Management
SMSTS H&S*

Benefits to the project:

Rob will provide the following specialist skill set:

- project management
- health & safety
- client liaison
- logistics planning
- programme planning



Miles Hebron-Wheatley**BA(Hons)**Senior Sustainability Consultant
Project Team Leader**Qualifications**

2001 BA in Product Design
 2006 RD-SAP Domestic Energy Assessor
 2007 Standard Assessment Procedure (SAP) - Part L1A & L1B
 2007 Code for Sustainable Homes and EcoHomes Assessor
 2008 On-Construction Domestic Energy Assessor (EPC)
 2008 BREEAM Education and Multi Residential
 2009 BREEAM In-Use Auditor
 2011 BREEAM Domestic Refurbishment

Expertise

Miles is involved in projects for Local Authorities, private developers and architect, working with clients such as Corydon Council, Galliford Try, Barratt Homes, Berkley First and TSB (Technology Strategy Board).

There has been a large focus on retrofit, working with the TSB to deliver innovation through new technology-based products and services as well carrying out Building Performance Evaluations on both schools and domestic dwellings under the TSB. More recently Miles has undertaken the new BREEAM Domestic Refurbishment pilot scheme including detailed SAP analysis of each dwelling (achieving an 80% reduction in CO2) and presenting this case study at Sustainability Now 2011.

Miles has also worked on new build developments, including Primary Schools, Bespoke buildings and Multi Residential developments.

As a Sustainability Consultant, Miles' tasks include:

- BREEAM, Code for Sustainable Homes and EcoHomes Assessments
- Action Plan - Present the Design Team with a sustainable design strategy – to be implemented, as early as RIBA Stage B – outlining key BREEAM issues and at what stage they should be integrated, co-ordinate the input of technical specialists, such as acousticians and ecologists.
- Preliminary / Intermediate Assessments
- Post Construction Review (PCRs)
- Building Performance Evaluation (BPEs)/ Energy Audits - Assess energy performance, occupant

comfort and make comparisons with design targets allowing us to draw generic conclusions on the performance obtained through various design strategies.

- Daylight Calculations
- SAP Calculations including Energy Performance Certificates (EPCs)
- BREEAM, Code and EcoHomes Specification Clauses

Recent Experience**Castle Hill Primary School, Kingston**

As lead BREEAM Assessor, I was tasked with providing early assessment advice to relevant design team members, including extensive guidance throughout the consultation period in order to develop the existing strategy so that BREEAM compliance was met. Further assessment at the Design and Post Construction Stage was also undertaken, with a BREEAM Very Good being achieved. Sustainability Initiatives: Super insulated; Solar Hot Water Panels; 180Msq Photovoltaic Array; Heat recovery; under floor heating; Exposed thermal mass; Natural ventilation; Recycled/low embodied energy materials specified where possible; 60% Carbon Reduction; BREEAM Very Good.

Scheme Value: £2.8 million

D'Arcy Gardens, Dagenham

The design and build of an ExtraCare scheme comprising 36 flats within a central block surrounded by 16 bungalows. Utilising living green roofs, solar panels, wind turbines and a communal heating system and achieving BREEAM Very Good.

Scheme Value: £5 million

Kenavon Drive, Reading

Part of a much larger master plan, this new development for Viridis Properties Ltd consists of 303 residential units assessed to code 3 and 4 with aspirations to achieve BREEAM Very Good on all non domestic units. In addition, Energy and Sustainability Statements were provided at pre-planning stage.

Reed Street, South Tyneside

21 carbon negative homes, headed by the housing association - Four Housing Group, and the environmental charity Groundworks. Utilising PV, communal biomass boiler, enhance construction details, MVHR and sustainable building techniques.

Scheme Value: £3.9 million

15-17 Portland Place, Bishops Stortford

Two bespoke properties built by Touchwood Homes with no Planning or Housing Corporation funding requirements and utilising Passivhaus principals - airtightness, cold bridging and solar gains; Code Level 6 (Zero Carbon).

Scheme Value: circa £300,000

NAME: Robin Thorne

DATE OF BIRTH: [REDACTED]

MARITAL STATUES: [REDACTED]

QUALIFICATIONS (Post School):

- IOSH Safety for Senior Execu ves
- Leadership Training for Managers
- Diploma in Business Management
- B-Tech Higher Na onal Cer cate in Building Services
- B-TEC General Engineering

SUMMARY OF EMPLOYMENT:

Aug 2011 - Present	J S Wright & Co Ltd
Mar 2007 - Jul 2011	Balfour Kilpatrick / Balfour Bea y Engineering Services
Feb 1988 - Feb 2007	Crown House Engineering

RESPONSIBLE FOR:

As required the Contracts Manager is accountable for the Project Managers/ Engineers running their own projects ensuring that a contract is fully resourced to meet the requirements of the contract, monitoring the progress and quality of the works to the client’s requirements whilst adhering to and implemen ng the JS Wright Integrated Management System.

The Company’s senior representative for contracts with the authority to make decisions on behalf of the Company and accept responsibility for all ma ers a ec ng the contract.

The overall administra on, control, programming, progress and commercial aspects of the contract, being supported by the appropriate technical and administra ve sta .

EXPERIENCE:

My career started in 1988, when I began a 5 year technical appren ceship with Crown House Engineering. Shortly a er comple on was promoted to Senior Project Engineer in 1993, and to Project Manager in 1997 star ng with a rela vely small contract which led to working on the Millennium Dome, a contract worth 12 million on a xed schedule, s ll with Crown House Engineering.

A er comple ng my diploma in 2003 I decided to make the move to Balfour Bea y Engineering Services (formally Balfour Kilpatrick), a er being with Crown House Engineering for 19 years.

In August 2011 I took the posi on of contracts manager within J S Wright in their London business.

2.0 Logistics

Rydon

2.1 Please provide your outline methodology, work area by work area for the delivery of works in accordance with your proposed programme.

Our Programme and Logistics proposals all refers to four distinct phases of work. These phases have been used to highlight key changes which are significant in how the Residents access the building during the works.

Phase 1 - Site set-up and enabling works

The key emphasis of this phase is to establish the site office set-up, external boundary hoarding in co-ordination with KALC contractor (Bouygues) and to carry out enabling works ready to move the resident's main access to the temporary location at walkway level.

Once we have held co-ordination meetings with the neighbouring KALC contractor, we will establish and make safe our boundaries to the West elevation (playground area) of the block. In doing so, this will prevent public access through the area. As indicated in the tender documents, access will be available to the EMB Housing office and garage doors throughout the works. Access will also be available to the Boxing Club entrance and existing main block entrance from Grenfell Road.

A temporary staircase will be installed to enable the public to cross from Latimer Road tube side to Grenfell Road across the walkway level.

Where possible, we have tried to reduce the impact on the Boxing Club by scheduling the main section of the works during their off-season. We understand that the Boxing Season runs from October to May.

We would like to use the new Community Room area (currently part of the Nursery) on the Mezzanine level as our Site Office as this will allow us to provide segregated access to both the residents and the site operatives. The residents will be able to access the reception and Resident Liaison Officer (RLO) via the new door opening into the Lift Lobby. Site operatives will be able to use the existing external stairwell. This solution has been chosen as we feel it has the least impact on the residents and stakeholders.

Throughout the Phase, works will be being carried out at walkway level to establish the temporary Concierge location and fire rated resident's walkway into the block. We will also

be looking to carry out the internal demolition to the floor slab next to the temporary public walkway in order to help reduce the disruption once the temporary entrance is opened.

Externally we will be looking to carry out the demolition of the existing ramp access to the west and remove the external metal canopies. The ramp area will be within the already hoarded boundary but the metal canopies will need to be removed using temporary barrier exclusions zones which will move around the block as the canopies are removed. Site personnel will be in attendance to assist in marshalling the public.

Phase 2 – Construction

Once we reach the second phase of our programme, the temporary concierge and public entrance at walkway level will be open and operational, allowing us to extend our site boundaries on the ground floor level. This will enable the mast climber and scaffold podium to be installed. The scaffold deck will be erected to Walkway level height around the block to allow for vehicle and plant movement below. The only exception to this is the small section of scaffold above the new public entrance which will be at a higher level and connected to the adjacent lower level deck by a staircase. We will install a goods hoist from ground level to the scaffold deck allowing the façade and window materials to be supplied to the mast climbers. The remaining demolition from ground level will then be carried out.

During the phase we will begin work in the communal areas, carrying out core holes drilling and installation of the new riser pipework. This will start at the bottom floors and work up.

Riser pipe work is normally stacked due to its weight. Once the initial floors have been completed, the riser cupboard and ceilings works will commence. During the same period, the electrical and AOV works will start from the top of the tower working down in order to prevent overcrowding. This will also reduce the impact on residents who will use the communal floors as well. We will also install the new steel floor to the walkway cut out, located by the temporary concierge so it can be used by residents.

Externally the façade preparation works will be underway with the bracket and insulation drilling and fixing. The façade works will work from the top of the tower downwards.

surfaces and still be segregated from pedestrian walkways. The new garage brick wall will be the last works to be completed.

Phase 3

The phase will start by redirecting the public into the block across the new steel floor and through the existing lift lobby door. This will allow us to remove the fire rated walkway through the new Boxing Club and progress with the completion works in this area.

During this Phase the communal pipe works will have been completed up to the isolating valves, with the new boiler now being commissioned. This will enable the works to start within the residents properties. Our strategy is to carry out a rolling programme starting at the top floors down, at a rate of 1 floor per week. We have programmed for all of the works within each property to be carried out over a 5 day period so to minimise the disruption to residents.

A typical programme of works per property would be as follows:-

Day 1 - Installation of the new HIU

Day 2 – Installation of the new plumbing works

Day 3 – Existing windows removed and reveal work carried out. (New windows will have already been installed from the outside)

Day 4 – Ventilation works

Day 5 – snagging & handover

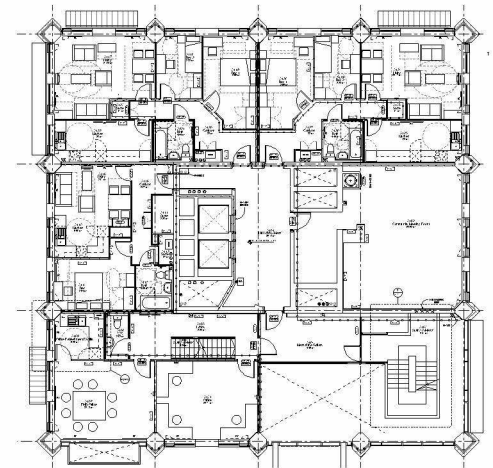
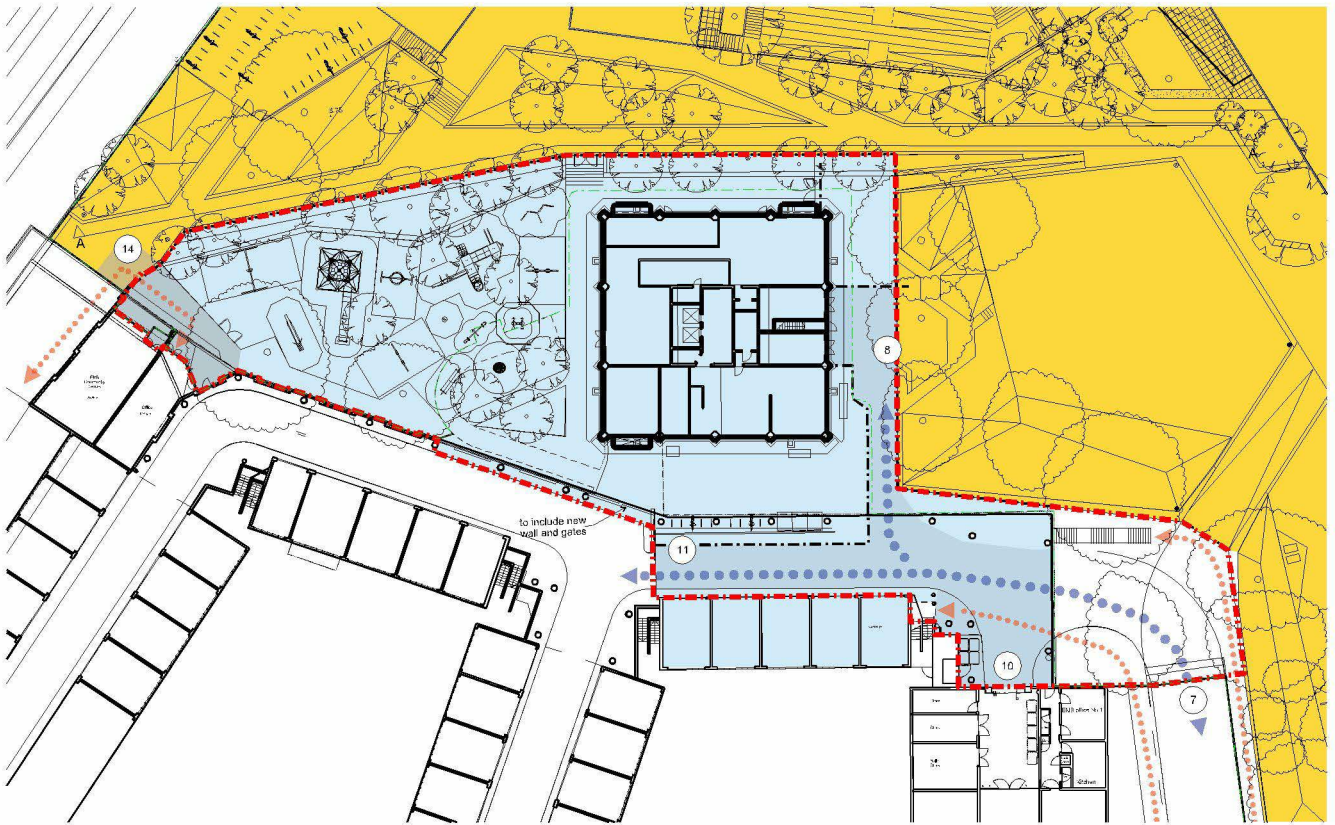
Externally the façade works will be completed by the end of the phase. The remodelling of the lower floors will also continue with sections being completed and handed over throughout.

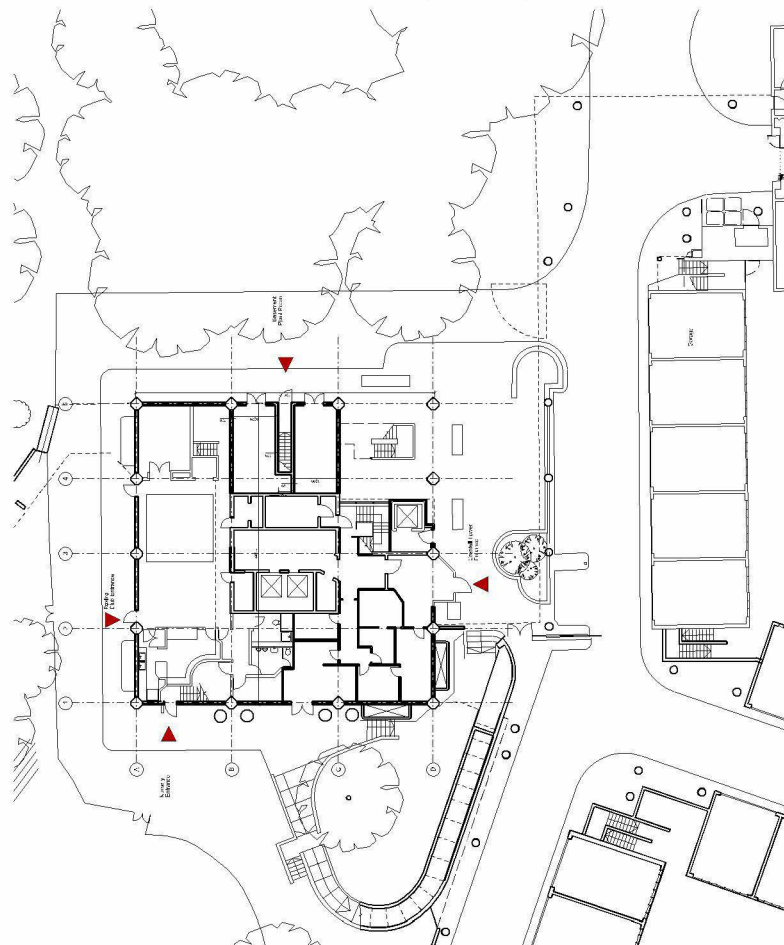
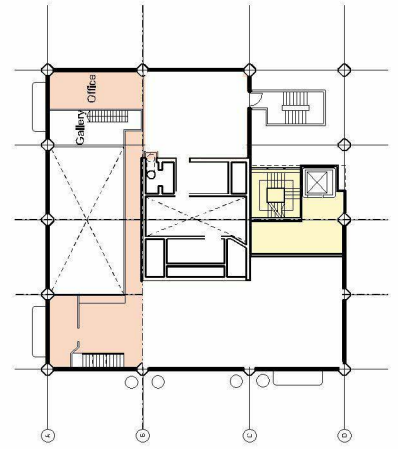
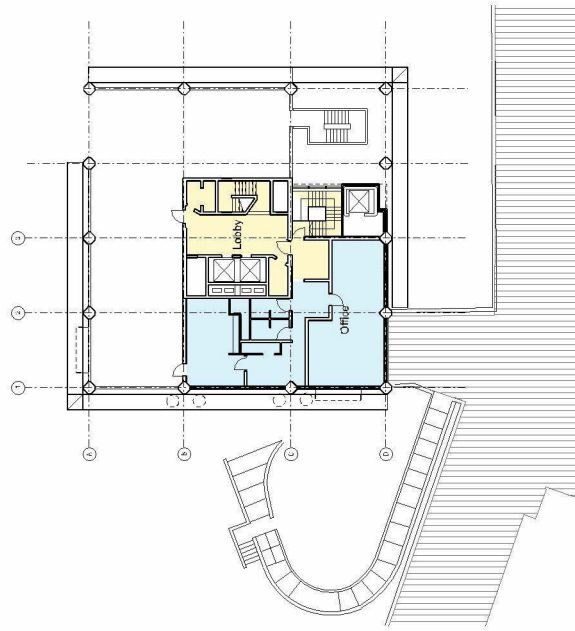
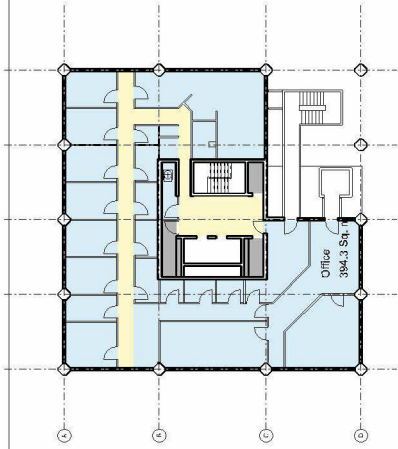
Phase 4

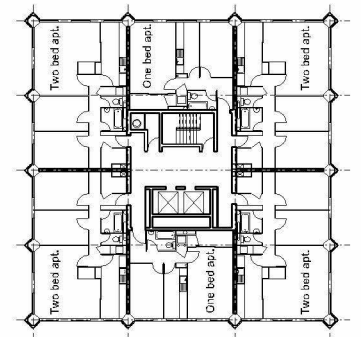
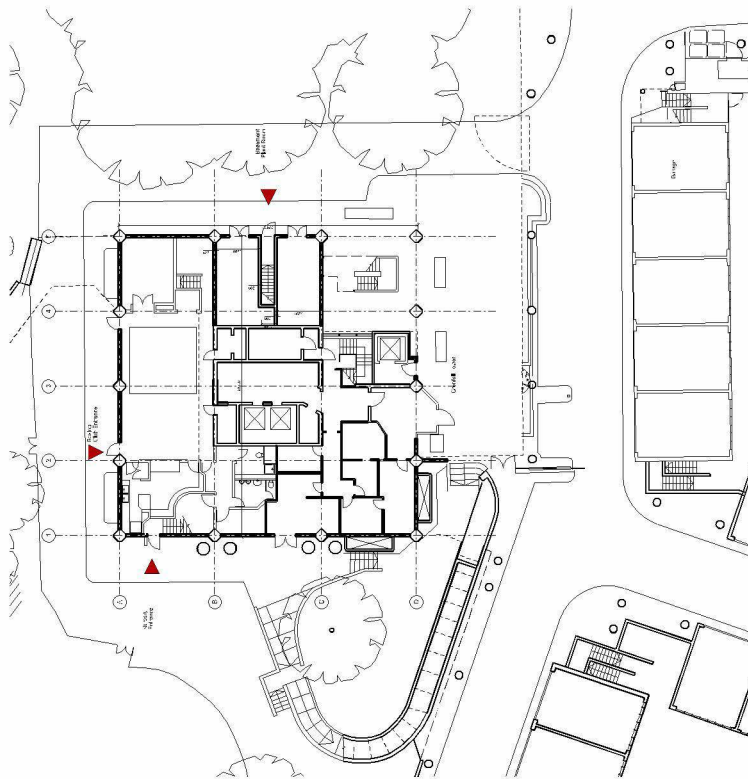
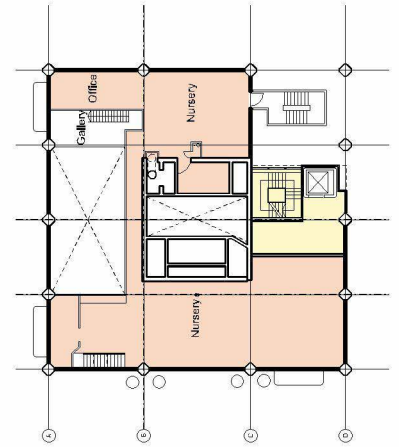
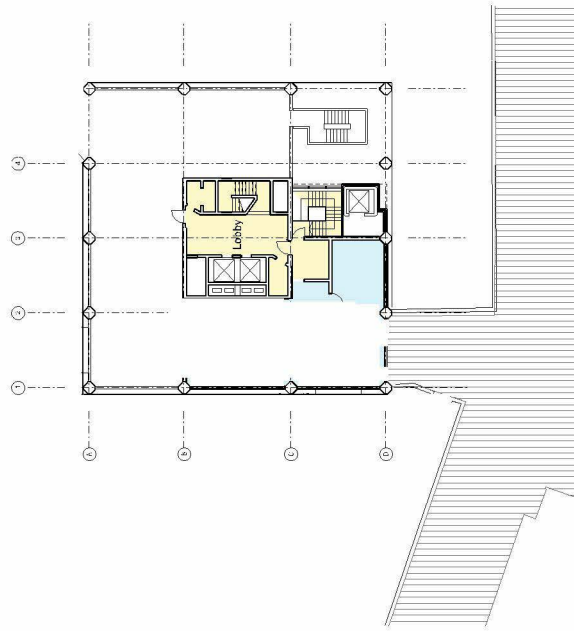
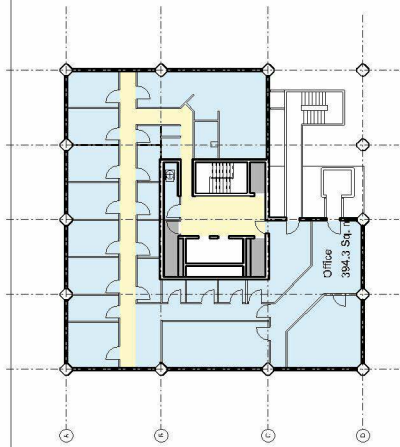
The new ground floor entrance areas will be handed over and opened. This will enable us to carry out the remodelling of the walkway level office where the temporary concierge had been located. Externally the site boundaries will be reduced back to the West elevation area, similar to how they were in Phase 1. We will be carrying out the landscaping and play area works and fully decant from site via the opening into the garages which was formed by the demolition of the external ramp access. This will allow us access this area to complete the works without effecting previously finished

2.2 Please provide simple layout plans detailing the key sequencing (and phasing if applicable) stages and working arrangements throughout the project for each work area (together with a written statement listing all tasks in each area). The layout plans should include proposed site set up, materials set down, storage areas, proposed access and circulation routes, including entry and egress, and fencing lines and other segregation measures for safety and security. You should also identify the proposed plant that you intend to employ to move materials around the site.

Please see attached overleaf.







STUDIO E LLP

Architects & Planners
London & Chelsea

Project: GRENFELL TOWER
REGENERATION PROJECT

Property: GRENFELL TOWER
REGENERATION PROJECT

Drawn: 00/00/00

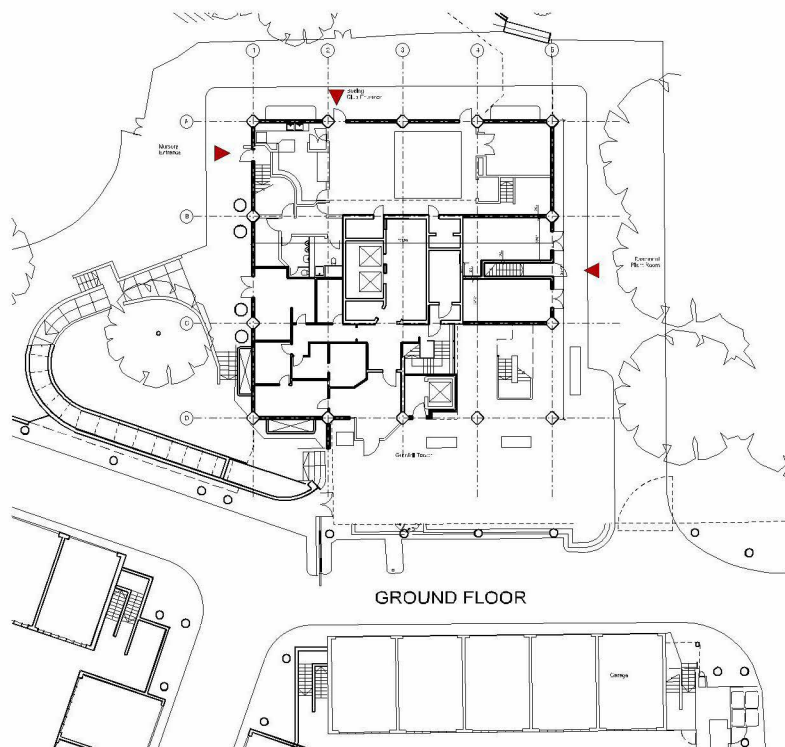
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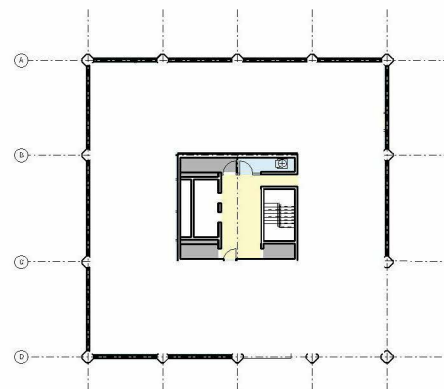
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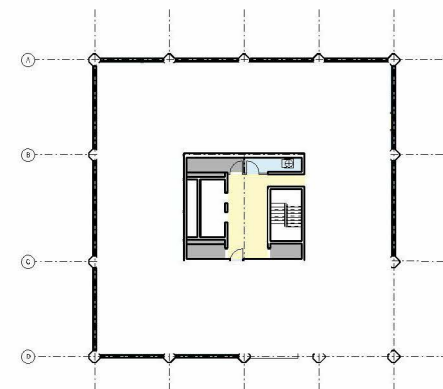
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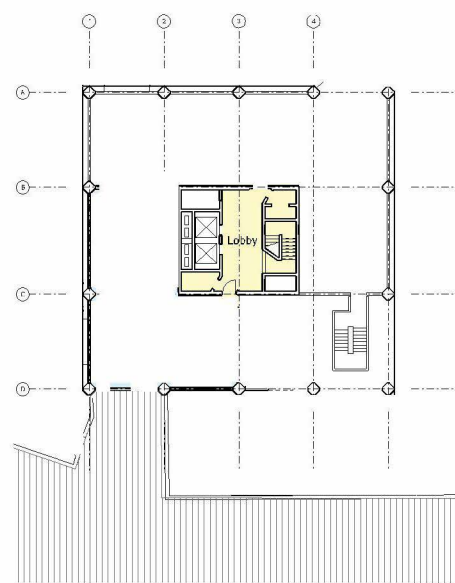
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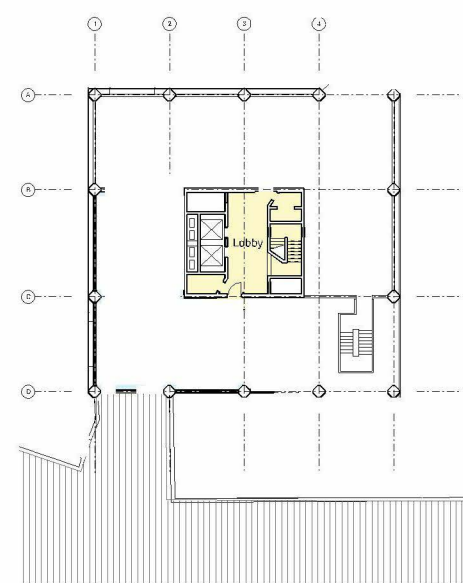
WALKWAY +1 LEVEL



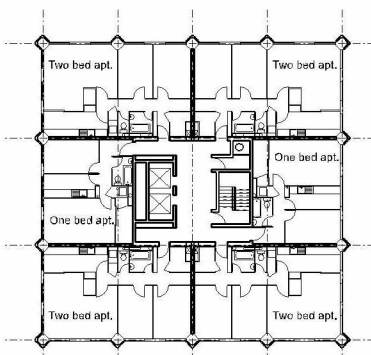
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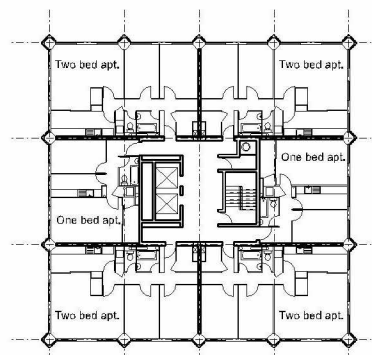
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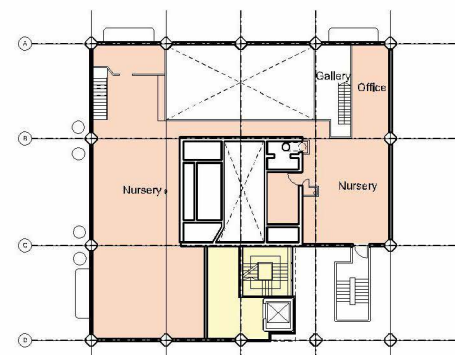
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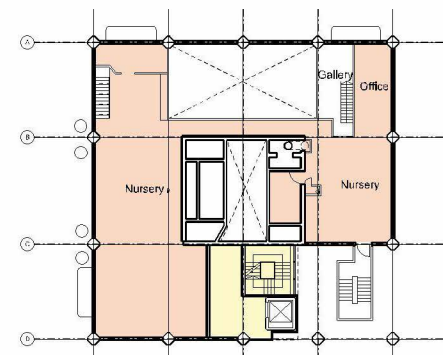
TYPICAL RESIDENTIAL FLOOR



TYPICAL RESIDENTIAL FLOOR



MEZZANINE LEVEL



MEZZANINE LEVEL



EMPLOYER'S REQUIREMENTS

STUDIO E LLP

Public Works, Grenfell Tower
Kensington & Chelsea
London SW8 5LE
Tel: 020 7591 2000
Fax: 020 7591 2001

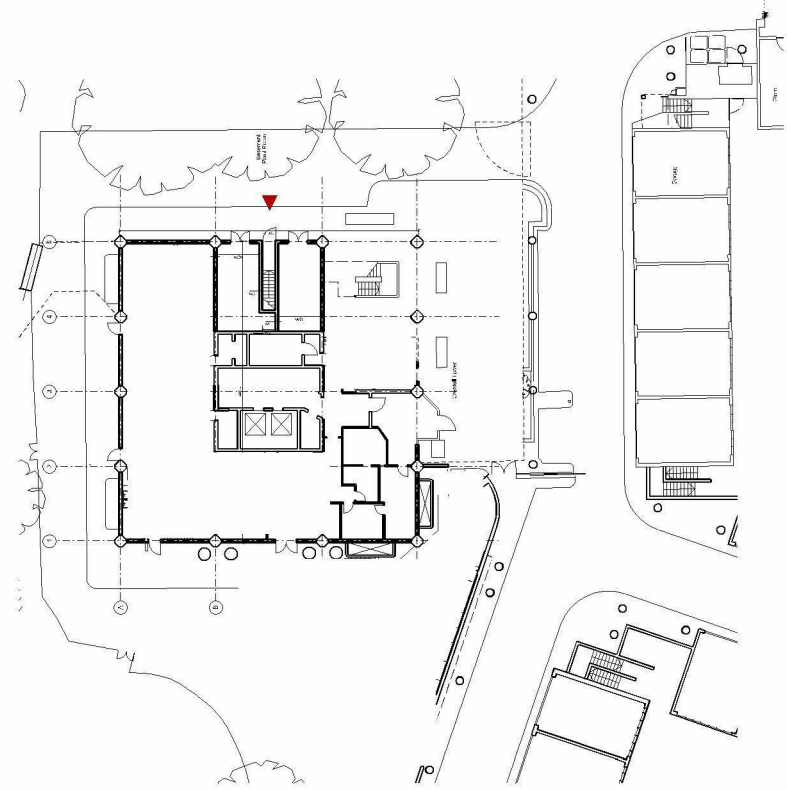
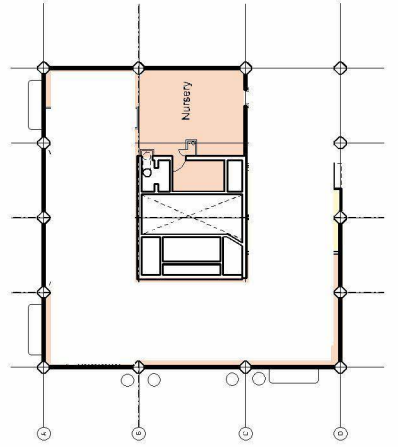
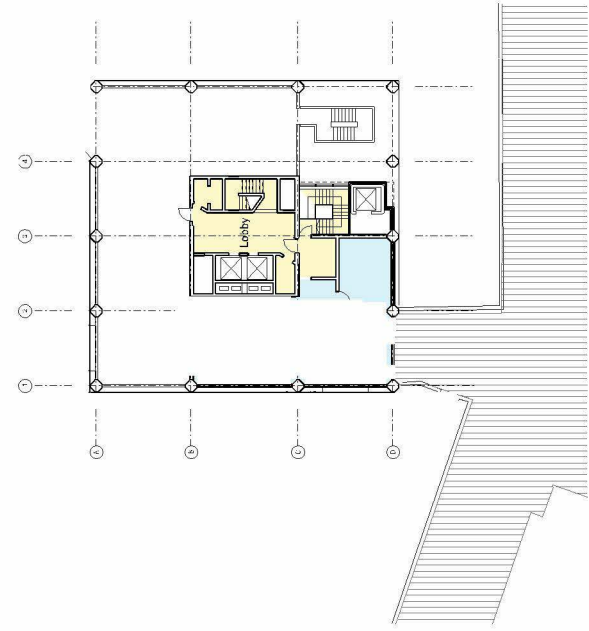
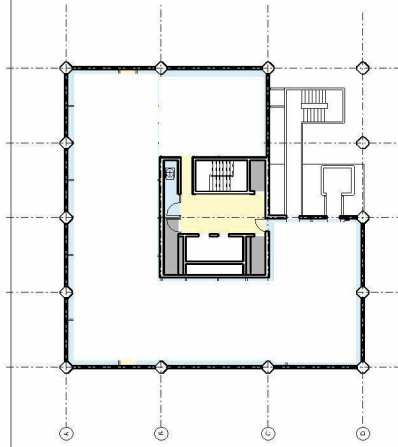
GRENFELL TOWER
REGENERATION PROJECT
#Project

DATE:

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DESIGNER: RECORDER: CHECKER:

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3.0 Programme

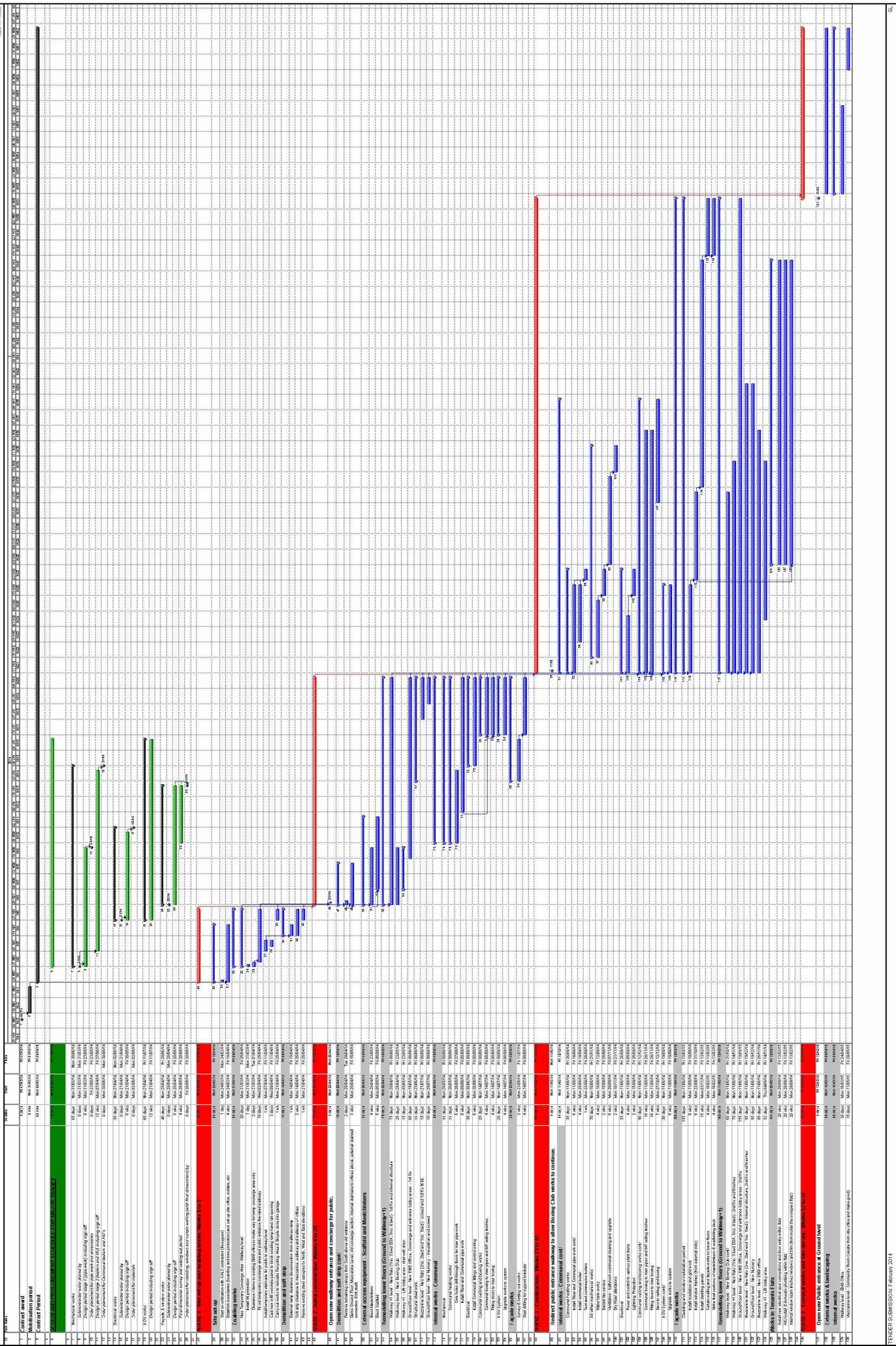
Rydon

3.1 Please provide an outline integrated design, procurement and construction programme that accords with the dates identified in the tender documents. This timetable should be for all the works and take into account the restraints set out in the brief.

Your programme should identify and include any long lead in items and the dates when these need to be ordered to meet the programme.

Please see the programme attached overleaf.

GRENFELL TOWER TENDER PROGRAMME



4.0 Supply Chain

Rydon

4.1 Please explain the procedure you have used or will use to select the supply chain (including the designers). How will this offer best value to KCTMO?

We maintain an open mind when managing procurement solutions, constantly investigating the market to ensure that we are informed, innovative and competitive. We engage our supply-chain at the earliest opportunity which maximises the benefits and minimises risk on projects.

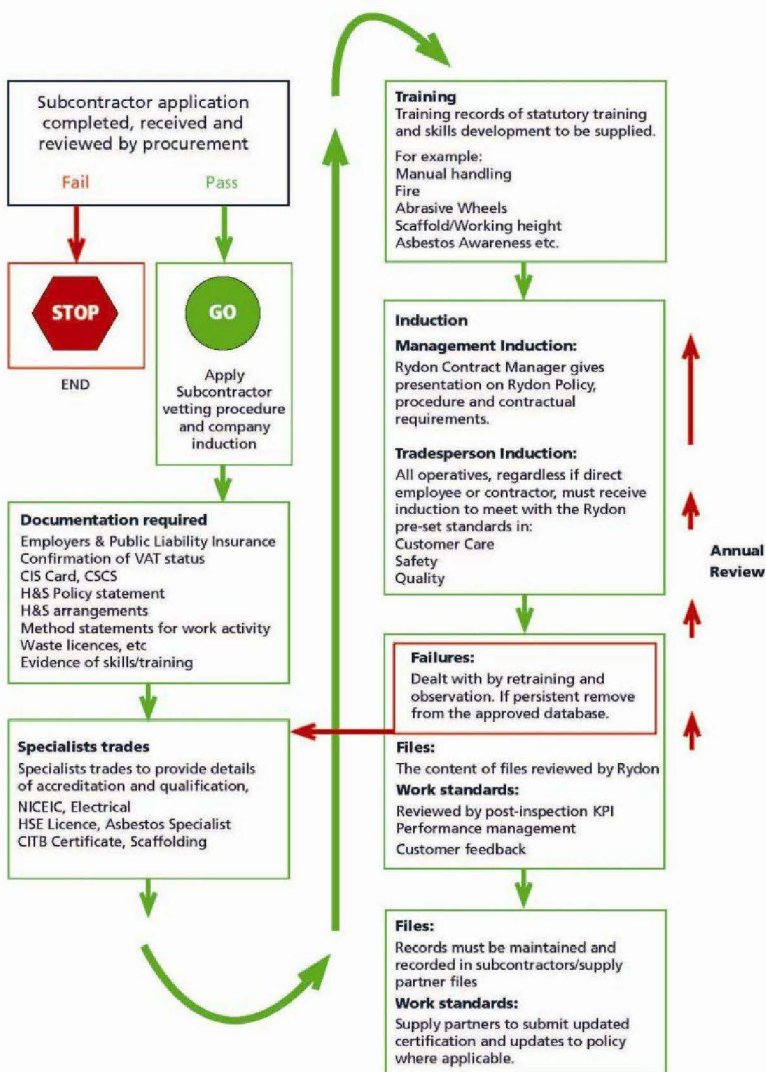
We have formulated our proposal on the basis of using the novated architects, Studio E and the retained mechanical design engineers.

Key works packages such the external cladding, will be placed with a proven supplier, Harley Curtain Wall. We will however look to form new relationships with local subcontractors wherever viable. We will work in partnership with KCTMO, Grenfell community organisations, local business directories, schools/colleges, and local media to advertise opportunities and reach out to local communities.

Subcontractors are selected under a number of criteria, including:

- Competency to undertake the work
- QA Grade – assessed from responses to our questionnaire/post project review.
- Accreditations – ISO 9001:2008, Gas Safe, NICEIC
- CSCS cards
- DBS checks
- Finances
- H&S – Policy/Training/Records
- Workmanship
- Price
- Customer Care/Customer Satisfaction
- Programming
- Policies – CSR, Environmental, Training
- Insurances/Warranties
- Experience
- Location – offices/workforce
- Quality – work/materials/labour
- Value engineering suggestions
- References

RYDON SUPPLY CHAIN PROCESS



Tender packages are sent to 4-8 subcontractors with returned prices analysed by the Surveyor and a comparison prepared to demonstrate best value. The Surveyor ensures all prices are directly comparable. Before recommending a subcontractor for appointment, the Surveyor discusses programme and work sequence ensuring that resources are available to deliver.

Prior to order placement, we hold a pre-start meeting covering contractual arrangements, insurances, drawings/design, programme, site conditions, labour, communications, H&S, and method/risk assessments. Following the meeting, the subcontractor is given an opportunity to revise their price. Once confirmed, the selected subcontractor is agreed

between the site and office teams, and the appointment raised.

Subcontractors are required to pass a competence assessment and undergo regular appraisal, training and mentoring in all aspects of their work and delivery (See diagram).

We continually undertake value engineering including:

- Selection of materials provides best value and that methodology keeps pace with the market/technological advancements.
- Partnering Agreements and Charters – promoting sharing of expertise, approach to best value and Whole Life/Lifecycle.
- Maintain on-going supply-chain liaison and hold regular meetings with strategic partners – ensuring they can deliver and encourage open communication, avoiding delays by highlighting hurdles/challenges early.
- Maintain effective communication with our clients and residents to ensure method and product suitability is maximised.

Through our subcontractors we have offered further added benefits such as:

- Extended warranties/guarantees
- Increased/enhanced specifications
- Improved aftercare
- Training
- Provision of Stock levels
- Kitchen design services to maximise space/utilisation
- Increased resident choices
- Specialist appliances for residents with special needs
- Environmentally friendly waste disposal facilities
- Innovation is shared over the whole group to benefit our clients
- New subcontractors are cross-fertilised throughout the group
- Lessons learnt are shared and passed down through line management
- Alternative specification proposals can be proposed across the whole group

4.2 In our experience the contractor is likely to let a large proportion of the works to the supply chain. It is the supply chain who will have the day to day interface with residents and the quality of the final works will be largely due to their skill and experience. How do you motivate and involve the supply chain in delivering the goals and objectives of the project?

All subcontractor appointments involve a detailed selection assessment, including in-depth financial review and staffing levels (see response 4.1). Prior to placing our subcontractor order, we meet to ensure they are able to deliver to programme and to the high quality we expect. Their order will clearly detail the scope of works, quality expected and programme.

Our arrangements with our subcontractors are enhanced by agreeing a charter (which includes the project goals and objectives), and code of conduct. Rydon and each subcontractor make commitments to each other and the overall partnership in terms of:

- Honest and effective communication
- H&S
- Accountability
- QA
- Customer care and community work
- Environmental sustainability

Early in the partnership, we would include identified subcontractors in consultation meetings and design team meetings for their valued practical input to problem solving, as well as providing input on materials choices. This ensures ownership at all levels, and therefore reduces potential problems and disputes through clear communication and mutual respect for areas of specialist expertise.

This approach promotes economy of scale alongside expertise, often at risk on part of the manufacturer/supplier, as well as a culture of shared goals and consistently aiming to significantly exceed the minimum standard.

Through our supply-chain arrangements with subcontractors and materials suppliers, we reward innovation identified by them (where it results in either a time/cost saving) by way of an equity share between all parties involved. We extend this partnership principle to all parties involved in the project

Quality controls are communicated to subcontractors at pre-start meetings, chaired by the Contracts Manager and attended by the subcontractor and project Surveyor. This is an opportunity for all involved to clarify quality requirements, programme, project objectives and goals.

We undertake regular review of all our subcontractors, such as daily site inspections, weekly discussions, one-to-ones, appraisals, toolbox talks and quarterly reviews to make sure that our standards are maintained at all times for all members of the project team.

Every subcontractor is assessed monthly for H&S, supervision, quality of work, housekeeping/presentation/waste management, programme, progress. This information is discussed at the quarterly SHE Operational Forum (SOF), attended by representatives from each of the Rydon companies; this ensures that our subcontractors are continually monitored.

We consider it essential that our subcontractors take ownership for the quality of work they deliver. This includes ensuring that the materials to be installed have been supplied defect free and that there are no defects at the end of the installation.

Throughout the contract duration our team, (consisting Rydon employees, subcontractors and suppliers), will continually review the project build processes and specification to ensure that the best value is delivered. Where alternative processes/specifications are proposed, these will be evaluated by our surveying team. We will obtain competitive quotations, compare them and agree a price with the Employers cost consultant based on best Value for Money using open book accounting.

5.0 Planning



5.1 The client has obtained planning permission for the works. Provide details of your proposals for liaison with the planning authority and detail:

- (a) How you will manage the discharge of any conditions which are the responsibility of the contractor; and**
- (b) Obtain any necessary approvals for materials proposed.**

What do you consider are the key risks associated with planning issues and how do you propose to mitigate these?

Our team has extensive experience in the total management of securing planning consents on schemes similar to Grenfell Tower including Ashmole Estate (Lambeth), Ferrier Point (Newham), and the Chalcots Estate (Camden). This experience will enable us to work closely with all stakeholders and the London Borough of Kensington and Chelsea to develop a pragmatic, well considered implementation of planning conditions for this project.

Working with the novated architects, Studio E, we will manage all design and planning issues including co-ordination, CDP and supply-chain design, plus sustainability and carbon control issues including BREEAM and Code Assessments.

Our Planning Strategy

We will strive to continue and add to the extensive work that has already been done to seek 'buy-in' for the development proposals from all key stakeholders to ensure we understand and interpret the community needs and the relevant planning constraints. Our detailed plans will be worked up by the Project Team, led by our architects, Studio E, in consultation with the appropriate Council officers. We will also work with our supply-chain, which includes Harley Curtain Walling and JS Wright (Mechanical Contractor), to provide specialist knowledge and advice when required.

Once the 'vision' has been agreed with all stakeholders, Officers, and Members, it will form the basis of our planning discharge strategy or any further detailed planning application for the entire scheme, creating certainty for all parties from the outset.

a) We will provide a design/pre construction manager, Simon Lawrence, to work with the lead Architectural Consultant with the primary responsibility for the discharge

of imposed planning conditions with the assistance of the assembled Design Team.

Design Team Meetings

Prior to the start of any works on site, Rydon will develop a mobilisation programme which will include the design development of the scheme.

A series of Design Team Meetings will be arranged between the lead consultants and client, led by Rydon. The Design Team Meetings review the design in line with the Client's specification, requirements, and any planning obligations.

These Meetings are held weekly during the mobilisation stage, with minutes of the meeting produced and circulated to all members of the Team.

Our Consultation Strategy

The design team will agree with KCTMO and the London Borough of Kensington and Chelsea an appropriate period of consultation during both the statutory consultation stages, and for design details and images to be made available for review and display at suitable locations. In conjunction with KCTMO and the Council, we anticipate engaging statutory consultees including the GLA, the LLDC, the Environment Agency, Statutory Service Providers and the Metropolitan Police.

Stakeholder – We anticipate various meetings with key stakeholders focusing on specific issues (material choices, covering wider regeneration issues, health and safety, employment, training, and urban design) throughout the course of design development.

Public – To reach a wider audience across the local community, we will hold an open day and exhibition in a local venue during the consultation and design process. At this

session, we will display and present the design, and material samples, asking questions to gauge opinion on key topic areas. We envisage the event will generate interest in the design process and be a forum for people to discuss both the scheme and the construction process. We will use display boards, computer generated images, and material samples to present the design.

We have been careful to base our proposal in strict accordance with the employer's requirements, with any material or specification changes only included as value engineering options for the client team to consider.

b) Following on from our approach outlined above, once material specifications have been decided, or should any have change from the initial planning proposal, we will adopt a proven approach to dispersing planning. There will of course need to be a judged approach, specific for the Grenfell Tower scheme and the LPA, however, the outline below is our preferred successful approach used on many recent projects:

Step 1 – Lead Architectural Consultant as part of the design team to engage dialogue/meet with the LPA Case Officer to establish the likely requirements.

Step 2 - Lead Architectural Consultant to lodge formal application (to avoid start on site delay) with LPA based on 'preliminary schedule as per the attached 1941-SC-EM_External Materials Schedule_P2 example (attached overleaf).

Step 3 – lead Architectural Consultant and design team representatives to meet/discuss application submission with LPA and arrange any necessary sample panel(s) – agreed sample panel to be added to schedule (as per the attached 1941-SC-EM_ External Materials Schedule_C1) example (attached overleaf) and issued to LPA for formal approval.

Risks

The initial key risk is a delay to the start of the project due to the pre-commencement conditions not being cleared. This risk returns towards the completion of the project should any 'pre-occupation' conditions not be cleared.

The key to control/mitigate these planning risks is for continual review with the Design Team to confirm the status and requirements, including target issue dates.

This process is generally chaired by the lead Architectural Consultant as part of the design team through a formal Planning Condition Schedule as per the attached 1941_SC-PL_P20 example (attached overleaf).



External Materials Schedule

Project **NEWMAN HOUSE, VICTORIA ROAD, HORLEY RH6 7QH**
Job no 1941
Document no SC-EM
Revision P1 12.03.13 First Issue for comment/approval
P2 03.04.13 updated as per RCL email 03.04.13

Description	ACA drawing Reference	Notes
Buff/ brown multi-stock facing brick	MAT1 (Brick 1 - Brown)	Tbc following End-User approval
Blue / grey facing brick	MAT2 (Brick 2 - Blue / Grey)	Tbc following End-User approval
Powder coated aluminium cladding and matching flashings	MAT3 (Metal cladding)	RAL 7016 to match windows.
Gray polyester power coated steel balcony	MAT4 (Steel Balcony)	RAL 7016 to match windows.
Toughened glass balustrade panels with stainless steel capping rail	MAT5 (Glass balcony)	glass balustrade panels with stainless steel capping rail
Aluminum/Timber composite windows grey finish externally	MAT7 (window)	Velfac, RAL 7016 external finish.
White through colour render finish	MAT 8 (White Render)	Weber Mono Couche
Shopfront glazing system to be consistent for all retail units	MAT 9 (Shop front glazing)	Note: to be part of shop fit out
Metal projecting canopies and signage above shop front	MAT10 (Shop signage)	Note: to be part of shop fit out
Railings	MAT 11 (Podium / ext work railing)	Galvanised railing
Frame to shopfront units	MAT 12 (Shop frame)	Note: to be part of shop fit out
Reconstituted stone band course	MAT 13 (Reconstituted stone)	Reconstituted stone
Reconstituted stone window cills and copings	MAT 14 (Reconstituted stone cill)	Reconstituted stone
Powder coated metal pergola frames with timber rails	MAT 15 (Timber Pergola)	RAL 7016 to match windows.
Grey coloured metal louvers and capping to chimneys	MAT 16 (Metal Louvers)	RAL 7016 to match windows.



External Materials Schedule

Project **NEWMAN HOUSE, VICTORIA ROAD, HORLEY RH6 7QH**
 Job no 1941
 Document no SC-EM
 Revision C1 12.09.13 First Issue for construction

Description	ACA drawing Reference	Notes
Buff/ brown multi-stock facing brick	MAT1 (Brick 1 – Buff / Brown)	lbstock Queensbury Yellow A0769A – Stretcher bond and to have bucket handle finish to mortar joints (see site sample panel photo below)
Blue / grey facing brick	MAT2 (Brick 2 - Blue / Grey)	Staff Smooth Blues – Stretcher bond and to have black coloured mortar bucket handle finish (see site sample panel photo below)
Powder coated aluminium cladding and matching flashings	MAT3 (Metal cladding)	RAL 7015 – Slate Grey (see site sample panel photo below)
Gray polyester power coated steel balcony	MAT4 (Steel Balcony)	RAL 7015 – Slate Grey (see site sample panel photo below)
Toughened glass balustrade panels with stainless steel capping rail	MAT5 (Glass balcony)	glass balustrade panels with stainless steel capping rail
Glass cladding	MAT 6 (glass cladding)	Opaque glass cladding
Aluminum/Timber composite windows grey finish externally	MAT7 (window)	Velfac Anthracite Grey RAL 7016 external finish. (see site sample panel photo below)
White through colour render finish	MAT 8 (White Render)	Through colour render system (see site sample panel photo below)
Shopfront glazing system to be consistent for all retail units	MAT 9 (Shop front glazing)	Note: to be part of shop fit out
Metal projecting canopies and signage above shop front	MAT10 (Shop signage)	Note: to be part of shop fit out
Railings	MAT 11 (Podium / ext work railing)	Galvanised railing
Frame to shopfront units	MAT 12 (Shop frame)	Note: to be part of shop fit out
Reconstituted stone band course	MAT 13 (Reconstituted stone)	Reconstituted stone
Reconstituted stone window cills and copings	MAT 14 (Reconstituted stone cill)	Reconstituted stone
Powder coated metal pergola frames with timber rails	MAT 15 (Timber Pergola)	RAL 7015 – Slate Grey
Grey coloured metal louvers and capping to chimneys	MAT 16 (Metal Louvers)	RAL 7015 – Slate Grey



Site sample panel photograph taken 26.07.13:



Planning Conditions Status Report

ACA project ref: 1941
Document No: SC-PL

Newman House, 45 Victoria Road

Rev P1 - 15.03.13 - Preliminary Issue
Rev P2 - 25.03.13 – Updated following application issue
Rev P3 - 16.04.13 – Updated following receipt of B&R correspondence
Rev P4 - 18.04.13 – Updated following application issue
Rev P5 - 25.04.13 – Updated following application issue
Rev P6 - 26.04.13 – Updated following receipt of B&R correspondence
Rev P7 - 30.05.13 – Updated following receipt of B&R correspondence
Rev P8 - 08.05.13 – Updated following application issue
Rev P9 - 14.05.13 – Updated following receipt of B&R correspondence
Rev P10- 22.05.13 – Updated following receipt of B&R correspondence
Rev P11- 03.07.13 – Updated following receipt of B&R correspondence
Rev P12- 30.07.13 – Updated following receipt of B&R correspondence
Rev P13- 20.08.13 – Updated following receipt of B&R correspondence
Rev P14- 02.09.13 – Updated following application issue
Rev P15- 11.09.13 – Naming and Numbering application added
Rev P16- 27.09.13 – Updated following receipt of B&R correspondence
Rev P17- 14.10.13 – Updated following receipt of B&R correspondence
Rev P18- 20.12.13 – Updated following application issue
Rev P19- 08.01.14 – Updated NMA application
Rev P20-28.01.14 - Update clearing naming and numbering

Location: Newman House, 45 Victoria Road, Horley, Surrey RH6 7NL
Planning ref: P/12/01881/F
Description: Redevelopment of site to provide 90 one and two bedroom affordable flats, 4/5 retail/restaurant units (A1/A2/A3 use) together with associated car parking and landscaping As amended by letter dated 21st December 2012.

Condition Ref:	Planning Condition	Action / Notes																																																																																								
1	<p>The development hereby permitted shall be carried out in accordance with the following approved plans.</p> <table><tr><th>Plan Type</th><th>Reference</th><th>Version</th><th>Date Received</th></tr><tr><td>Floor Plan</td><td>AA3432/2.1/18</td><td>A</td><td>21.12.2012</td></tr><tr><td>Elevation Plan</td><td>AA3432/2.1/10</td><td>A</td><td>21.12.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/02</td><td>A</td><td>21.12.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/07</td><td>A</td><td>21.12.2012</td></tr><tr><td>Roof Plan</td><td>AA3432/2.1/08</td><td>A</td><td>21.12.2012</td></tr><tr><td>Elevation Plan</td><td>AA3432/2.1/09</td><td>A</td><td>21.12.2012</td></tr><tr><td>Location Plan</td><td>AA3432.2.3/09</td><td></td><td>29.10.2012</td></tr><tr><td>Arb / Tree Protection Plan</td><td>135.9.01</td><td></td><td>29.10.2012</td></tr><tr><td>Arboricultural Plan</td><td>135.P.02.02</td><td></td><td>29.10.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/15</td><td></td><td>29.10.2012</td></tr><tr><td>Arboricultural Plans</td><td>135.P.02.01</td><td></td><td>29.10.2012</td></tr><tr><td>Proposed Plans</td><td>AA3432/2.1/014</td><td></td><td>29.10.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/16</td><td></td><td>29.10.2012</td></tr><tr><td>Elevation Plan</td><td>AA3432/2.1/12</td><td></td><td>29.10.2012</td></tr><tr><td>Elevation Plan</td><td>AA3432/2.1/11</td><td></td><td>29.10.2012</td></tr><tr><td>Street Scene</td><td>AA3432/2.1/19</td><td></td><td>29.10.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/06</td><td></td><td>29.10.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/05</td><td></td><td>29.10.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/17</td><td></td><td>29.10.2012</td></tr><tr><td>Street Scene</td><td>AA3432/2.1/13</td><td></td><td>29.10.2012</td></tr><tr><td>Floor Plan</td><td>AA3432/2.1/04</td><td></td><td>29.10.2012</td></tr></table>	Plan Type	Reference	Version	Date Received	Floor Plan	AA3432/2.1/18	A	21.12.2012	Elevation Plan	AA3432/2.1/10	A	21.12.2012	Floor Plan	AA3432/2.1/02	A	21.12.2012	Floor Plan	AA3432/2.1/07	A	21.12.2012	Roof Plan	AA3432/2.1/08	A	21.12.2012	Elevation Plan	AA3432/2.1/09	A	21.12.2012	Location Plan	AA3432.2.3/09		29.10.2012	Arb / Tree Protection Plan	135.9.01		29.10.2012	Arboricultural Plan	135.P.02.02		29.10.2012	Floor Plan	AA3432/2.1/15		29.10.2012	Arboricultural Plans	135.P.02.01		29.10.2012	Proposed Plans	AA3432/2.1/014		29.10.2012	Floor Plan	AA3432/2.1/16		29.10.2012	Elevation Plan	AA3432/2.1/12		29.10.2012	Elevation Plan	AA3432/2.1/11		29.10.2012	Street Scene	AA3432/2.1/19		29.10.2012	Floor Plan	AA3432/2.1/06		29.10.2012	Floor Plan	AA3432/2.1/05		29.10.2012	Floor Plan	AA3432/2.1/17		29.10.2012	Street Scene	AA3432/2.1/13		29.10.2012	Floor Plan	AA3432/2.1/04		29.10.2012	Compliance Condition MC/EU
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2	The development hereby permitted shall be begun before the expiration of three years from the date of this permission.	Compliance Condition MC/EU																																																																																								
3	No development shall take place until samples of the materials to be used in the construction of the external surfaces, including fenestration and roof, have been submitted to and approved in writing by the Local Planning Authority, and on development shall be carried out in accordance with the approved details.	MC/ACA LPA accepted samples in site meeting 26.07.13 Issued on 30.07.13 Planning Portal ref: PP-002800101 Approved on 16.08.13																																																																																								
4	No development shall take place until details showing how the use of plant or equipment generating renewable energy will provide a minimum of 10% of the total energy needs of the development has been submitted to and approved in writing by the Local Planning Authority. The plant or equipment so approved shall be installed before the development is first occupied.	Issued on 22.03.13 Planning Portal ref: PP-02539973 R&B PL re: P/12/01881/DET04 Approved on 09.04.13																																																																																								
5	Before the development hereby permitted is occupied the proposed modified vehicular/pedestrian access to Russells Crescent shall be constructed in accordance with the approved plans, all to be permanently maintained to a specification to be agreed in writing by the Local Planning Authority.	MC/EU																																																																																								

6	No new development shall be occupied until space has been laid out within the site in accordance with the approved plans for a maximum of 91 cars to be parked and for the loading and unloading of vehicles to turn so that they may enter and leave the site in forward gear. The parking/turning area shall be retained exclusively for its designated purpose.	MC/EU
7	No development shall commence on site until a Method of Construction Statement and plan, to include details of: (a) Parking for vehicles of site personnel, operatives and visitors; (b) Loading and unloading of plant and materials; (c) Storage of plant and materials; (d) A programme of works (including measures for traffic management); and (e) Provision of boundary hoarding behind any visibility splays; and (f) A communication plan to ensure that nearby residents and businesses are given advance notice of the construction programme, including any unusual deliveries, and are able to take up any issues that may arise with a nominated site manager; Has been submitted to and been approved in writing by the Local Planning Authority. Only the approved details shall be implemented during the construction period.	MC Issued on 27.03.13 Planning Portal ref: PP-02550260 Approved on 09.04.13
8	No new development shall be occupied until space has been laid out within the site in accordance with a scheme to be submitted to and approved in writing by the Local Planning Authority to provide 100 secure cycle parking spaces to the satisfaction of the Local Planning Authority and shall thereafter be permanently maintained.	MC/EU
9	Within six months of the first occupation of the proposed development a full travel plan in accordance with SCC Travel Plans Good Practice Guide shall be submitted for the written approval of the Local Planning Authority. The applicant shall then implement the approved travel plan which will include providing all new residents with a welcome pack. The Travel Plan shall thereafter be maintained and developed to the satisfaction of the Local Planning Authority.	MC/EU
10a	Submission of Remediation Scheme: A detailed remediation scheme shall be submitted in accordance with the Phase 1 risk assessment and Phase 2 site investigation report carried out by Tweedie Evans dated October 2012 and taking account of any gas monitoring subsequently carried out. The scheme shall be designed to bring the site to a condition suitable for the intended use by removing unacceptable risks to human health, buildings and other property and the natural and historical environment must be prepared, and is subject to the approval in writing of the Local Planning Authority. The scheme must include all works to be undertaken proposed remediation objectives and remediation criteria, timetable of works and site management procedures. The scheme must ensure that the site will not qualify as contaminated land under Part 2A of the Environmental Protection Act 1990 in relation to the intended use of the land after remediation.	MC Issued on 25.04.13 Planning Portal ref: PP-02606623 Partially Discharged on 09.05.13

10b	Implementation of Approved Remediation Scheme: The approved remediation scheme must be carried out in accordance with its terms prior to the commencement of development other than the required to carry out remediation, unless otherwise agreed in writing by the Local Planning Authority. The Local Planning Authority must be given two weeks in written notification of commencement of the remediation scheme works. Following complete of measures identified in the approved remediation scheme, a verification report (referred to in PPS23 as a validation report) that demonstrates the effectiveness of the remediation carried out must be produced, and is subject to the approval in writing of the Local Planning Authority.	Compliance Condition MC
11	<p>No development shall commence on site until a scheme for the landscaping of the site including the retention of existing landscape features has been submitted to and approved in writing by the LPA. Landscaping schemes shall include details of hard and soft landscaping, including any tree removal/retention, planting plans, writing specifications (including cultivation and other operations associated with tree, shrub and hedge or grass establishment), schedules of plants, noting species, plant sizes and proposed numbers/densities and an implementation and management programme.</p> <p>All hard and soft landscaping work shall be completed in full accordance with the approved scheme, prior to occupation or within the first planting season following completion of the development hereby approved or in accordance with a programme agreed in writing with the local planning authority.</p> <p>Any trees shrubs or plants planted in accordance with this condition which are removed, die or become damaged or become diseased within five years of planting shall be replaced within the next planting season by trees, shrubs of the same size and species.</p> <p>Informative: The use of landscape/arboricultural is considered essential to provide acceptable submissions in respect of the above relevant conditions. The planting of trees and shrubs shall be in keeping with the character and appearance of the locality.</p>	<p>LC</p> <p>Issued on 08.05.13</p> <p>Planning Portal ref: PP-02631950</p> <p>Approved on 10.05.13</p>
12	<p>No development or groundwork preparation shall be undertaken until an agreed scheme of supervision for the arboricultural protection measures as required by condition 13 of this permission has been submitted to and approved in writing by the local planning authority. The supervision and monitoring shall be undertaken in strict accord with the approved details. The submitted details will include: Pre commencement meeting between the retained arboricultural consultant, local planning authority Tree Officer and individuals and personnel responsible for the implementation of the approved development. Timings, frequency and methods of site visiting and an agreed reporting process to the local planning authority. The supervision monitoring and reporting process shall be undertaken by a qualified arboriculturist.</p> <p>Informative: The use of a suitably qualified arboricultural consultant is essential to provide acceptable submissions in respect of the arboricultural tree condition above. All works shall comply with the recommendations and guidelines contained within British Standard 5837</p>	<p>MC/TC</p> <p>Issued on 18.04.13</p> <p>Planning Portal ref: PP-02593117</p> <p>R&B PL re: P/12/01881/DET12</p> <p>Approved on 22.04.13</p>

13	<p>No development shall commence including groundworks preparation and demolition until all related arboriculture matters including tree protection measures are implemented in strict accordance with the approved details contained in the Tree Protection Plan numbered C112382-06-01 and Arboricultural Method Statement compiled by Middlemarch Environmental Ltd dated September 2012.</p> <p>Informative: The use of a suitably qualified arboricultural consultant is essential to provide acceptable supervision and monitoring in respect of the above condition. All works shall comply with the recommendations and guidelines contained within British Standard 5837.</p>	<p>MC/TC</p> <p>Issued on 05.07.13</p> <p>R&B PL re: P/12/01881/DET13</p> <p>Approved on 22.07.13</p>
14	<p>Development shall not begin until drainage works, including surface water attenuation facilities, have been carried out in accordance with details to be submitted to and approved in writing by the Local Planning Authority.</p>	<p>SE</p> <p>Issued on 18.04.13</p> <p>Planning Portal ref: PP-02593117</p>
15	<p>Development shall not commence until a Bird Hazard Management Plan has been submitted to and approved in writing by the Local Planning Authority. The submitted plan shall include details of:</p> <ul style="list-style-type: none"> - Management of any flat/shallow pitched roofs on buildings within the site which may be attractive to nesting, roosting and "loafing" birds. The management plan shall comply with Advice Note 8 'Potential Bird Hazards from Building Design'. The Bird Hazard Management Plan shall be implemented as approved upon completion of the roofs and shall remain in force for the life of the building. No subsequent alterations to the plan are to take place unless first submitted to and approved in writing by the Local Planning Authority. 	<p>MC</p> <p>Issued on 18.04.13</p> <p>Planning Portal ref: PP-02593117</p> <p>R&B PL re: P/12/01881/DET15</p> <p>Approved on 22.04.13</p>
16	<p>No development shall take place until full details of soft and any water landscaping works have been submitted to and approved in writing by the Local Planning Authority, details must comply with Advice Note 3, 'Potential Bird Hazards from Amenity Landscaping & Building Design' available at www.aqa.org.uk/policysafeguarding.htm.</p> <p>These details shall include:</p> <ul style="list-style-type: none"> - The species, number and spacing of trees and shrubs - Details of any water features <p>No subsequent alterations to the approved landscaping scheme are to take place unless submitted to and approved in writing by the Local Planning Authority. The scheme shall be implemented as approved.</p>	<p>LC</p> <p>Issued on 18.04.13</p> <p>Planning Portal ref: PP-02593117</p> <p>R&B PL re: P/12/01881/DET16</p> <p>Approved on 24.04.13</p>
17	<p>No development shall take place until the developer obtains the Local Planning Authority's written approval of details of both existing and proposed ground levels and the proposed finished ground floor levels of the buildings, and the development shall be carried out in accordance with the approved levels.</p>	<p>SE</p> <p>Issued on 18.04.13</p> <p>Planning Portal ref: PP-02593117</p> <p>R&B PL re: P/12/01881/DET17</p> <p>Approved on 22.04.13</p>

18	The development hereby permitted shall not begin until a scheme for the provision of all the dwellings to be construction on the site as affordable housing has been submitted to and approved in writing by the Local Planning Authority. The Scheme for the provision of affordable housing shall include (i) the location on the site of the affordable housing; (ii) the timing of construction of the affordable housing; (iii) the arrangements to ensure that such provision is affordable for the first and subsequent occupiers of the affordable housing; (iv) the arrangements for the allocation of the affordable housing; and (v) Details of the proposed RSL and its management arrangements for the units. The affordable housing shall be constructed and occupied in accordance with the approved scheme.	MC/EU See PRP email 19.08.13 Issued on 02.09.13 Planning Portal ref: PP- 02864970 R&B PL re: P/12/01881/DET18 Target decision date: 28 th October 2013 Approved on 09.10.13
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Application for a non-material amendment following a grant of planning permission	
Rear Railings NMA Application	Issued on 02.09.13 Approved on 24.09.13
NMA Application – Ref: 12/01881/NMAMD2 Removal of Juliette balconies Removal of Winter gardens Addition of transoms to internal courtyard windows and private flat entrances Addition of 4 windows and door to north boundary elevation Update to 3 windows on north boundary elevation Removal of 3 windows to north boundary elevation Change of material from render to metal on Victoria road elevation Addition of glazed screens to Victoria road and north boundary elevations	Issued on 18.12.13

Application for naming and numbering	
Russell Square(Apartments 1-90 and the 4 retail units)	Issued on 11.09.13 Received 20.01.13 Ref: AF2000179

Informative:		Action / Notes
1	Your attention is drawn to the safety benefits of installing sprinkler systems as an integral part of new development. Further information is available at www.firesprinklers.info	MC/EU

2	<p>The applicant is advised that prior to the initial occupation of any individual dwelling hereby permitted, a 140 litre wheeled bin conforming to British Standard BSEN840 and a 60 litre recycling box should be provided for the exclusive use of the occupants of that dwelling. Prior to the initial occupation of any communal dwellings of flats, wheeled refuse bins conforming to British Standard BSEN840, separate recycling bins for paper/card and mixed cans, and storage facilities for the bins should be installed by the developer prior to the initial occupation of any dwelling hereby permitted. Further details on the required number and specification of wheeled bins and recycling boxes is available from the Council's Neighbourhood Services on [REDACTED] or [REDACTED], or on the Council's website at www.reigate-banstead.gov.uk. Bins and boxes meeting the specification may be purchased from any appropriate source, including the Council's Neighbourhood Services Unit on [REDACTED]</p>	MC/EU
3	<p>You are advised that the Council will expect the following measures to be taken during any building operations to control noise, pollution or parking:</p> <ul style="list-style-type: none"> (a) Work that is audible beyond the site boundary should only be carried out between 08:00hrs to 18:00hrs Monday to Friday, 08:00hrs to 13:00hrs Saturday and not at all on Sundays or any Public and/or Bank Holidays; (b) The quietest available items of plant and machinery should be used on site. Where permanently sited equipment such as generators are necessary, they should be enclosed to reduce noise levels; (c) Deliveries should only be received within the hours detailed in (a) above; (d) Adequate steps should be taken to prevent dust-causing nuisance beyond the materials, which are likely to generate airborne dust, to damp down during stone/slab cutting; and the use of browsers and wheel washes; (e) There should be no burning on site; (f) Only minimal security lighting should be used outside the hours stated above; <p>And</p> <ul style="list-style-type: none"> (g) Building materials and machinery should not be stored on the highway and contractors' vehicles should be parked with care so as not to cause an obstruction or block visibility on the highway. <p>Further details of these noise and pollution measures can be obtained from the Council's Environmental Health Services Unit. In order to meet these requirements and to promote good neighbourliness, the Council recommends that this site is registered with the Considerate Constructors Scheme – www.ccscheme.org.uk/index.php/site-registration.</p>	MC/EU
4	<p>Notwithstanding any permission granted under the Planning Acts, no signs, devices or other apparatus may be erected within the limits of the highway without the express approval of the Highway Authority. It is not the policy of the Highway Authority to approve the erection of signs or other devices of a non-statutory nature within the limits of the highway.</p>	MC/EU
5	<p>The permission hereby granted shall not be construed as authority to obstruct the public highway by the erection of scaffolding, hoarding or any other device or apparatus for which a licence must be sought from the Highway Authority Local Highway Service Group.</p>	MC/EU

6	The permission hereby granted shall not be construed as authority to carry out works on the highway. The applicant is advised that a license must be obtained from the Highway Authority Local Highway Service Group before any works are carried out on any footway, footpath, carriageway, verge of other land forming part of the highway. The applicant is also advised that consent may be required under section 23 of the Land Drainage Act 1991. Please see www.surreycc.gov.uk/people-and-community/emergency-planning-and-community-safety/flooding-advice	MC/SE
7	The applicant is advised that advertisement consent would be required for any signage or advertisements as indicated on the approved plans.	MC/EU
8	Given the nature of the proposed development it is possible that a crane may be required during its construction. We would, therefore, draw the applicant's attention to the requirement within the British Standard Code of Practice for the safe use of Cranes, for crane operators to consult the aerodrome before erecting a crane in close proximity to an aerodrome. Gatwick Airport requires a minimum of four weeks notice. For crane queries/applications please see email gal.safeguarding@gatwickairport.com The crane process is explained further in Advice note 4, 'Cranes and Other Construction Issues' (available at www.aoa.org.uk/policy-safeguarding.htm).	MC
9	The essential requirements for an acceptable communication plan, as required by Condition 10 above, are viewed as: <ul style="list-style-type: none"> (i) how those likely to be affected by the site's activities are identified and how they will be informed about the project, site activities and programme; (ii) how neighbours will be notified prior to any noisy/disruptive work or of any significant changes to site activity that may affect them; (iii) the arrangements that will be in place to ensure a reasonable telephone response during working hours; (iv) the name and contact details of the site manager who will be able to deal with complaints; and (v) how those who are interested in or affected will be routinely advised regarding the progress of work. Registration and operation of the site to the standards set by the Considerate Constructors Scheme (http://www.ccscheme.org.uk/) would help fulfil these requirements.	MC

Key:	
Black text	compliance condition, written discharge not required
	written discharge outstanding from LPA
	Submitted to LPA
	Approved by LPA
	written discharge required before the development is commenced
	written discharge required prior to occupation of the development
	written discharge required within 6 months of occupation
ACA	Alan Camp Architects LLP
EU	End User (THHA)

MC	Main Contractor (Rydon Construction Ltd)
SE	Structural Engineer (Tully De'Ath)
M&E	Mechanical & Electrical Engineer (Calford Seaden)
CfSH	Code for Sustainable Homes Assessor (yet to be identified)
AC	Acoustic Consultant (yet to be identified)
ArC	Archaeological Consultant (yet to be identifies)
LC	Landscape Specialist Consultant (yet to be identified)
TC	Tree Specialist Consultant (yet to be identified)
EC	Ecologist Specialist Consultant (yet to be identified)
TrC	Traffic Consultant (yet to be identified)

6.0 Quality

Rydon

6.1 Please describe how you will ensure quality is managed both off and on site through all the project stages and packages, including during the Defect Liability Period.

Rydon has a very low staff turnover as we invest in getting the right people, and then making sure they have the resources and support to succeed. Our staff are selected for the specific skills they contribute. Our approach is to create a sense of 'whole project ownership' by ensuring that we maintain the same consistent team as an empowered and fully engaged unit from our first involvement, throughout delivery and defects rectification period.

Managing Quality

For the works at Grenfell Tower, our dedicated Management Team will:

- Provide strategic direction for the delivery of works.
- Own all procedures/processes/standards related to administration.
- Produce an Action Plan and Risk Register and monitor progress at monthly meetings.
- Provide a monthly progress report.
- Communicate urgent items immediately to KCTMO/Artelia.
- Provide a single point of contact/clear lines of communication.
- Lead our bid strategy and oversee project delivery.
- Undertake resource management, including capacity assessment, project selection and training in Rydon's approach and emphasis on customer care.
- Undertake performance management - capturing KPIs and Continuous Improvement processes, applying lessons learned and Best Practice.

To ensure consistency, Rydon has a Standardised Project Management System, The Rydon Management System (RMS), is ISO 9001:2008 accredited and ensures standardised processes/procedures/documentation, providing staff with immediate access to all the necessary information in a form they will be familiar with through training and experience. The RMS is audited internally

and externally to ensure that it meets our needs and that staff are utilising the processes effectively.

Achieving Quality through 'Right First Time'

Our 'Right First Time' culture is embedded throughout all operations, providing "the right person with the right skills, equipment and information, carrying out the right work at the right time".

This has resulted in the following innovations:

- Quality management system: the framework for ensuring 'Right First Time'.
- Effective customer consultation and involvement in the schemes.
- Effective work planning ensuring that all the pre-requisites are in place so works can be carried out successfully, e.g. resources, availability, time, materials, plant and equipment, resident information.
- Materials: detailed and frequent reviews of material specification, lifecycle feedback obtained through our R&M contracts.
- Subcontractors who are experienced in carrying out the work. Trained, skills tested, and monitored against our pre-set customer care, quality and H&S standards through our in-house training academy.
- Selection of material suppliers and products: rigorous assessment ensuring they have ability to comply with all requirements including quality, H&S, capacity and delivery, taking account of past performance through direct experience/references.
- Quality control: self-inspection, sample inspections of work in progress, 100% final inspection of all works.
- Feedback on how we are performing and continually improving our work methods, e.g. analysing customer satisfaction survey data, customer complaints, KPI performance, inspection reports and defect analysis results.

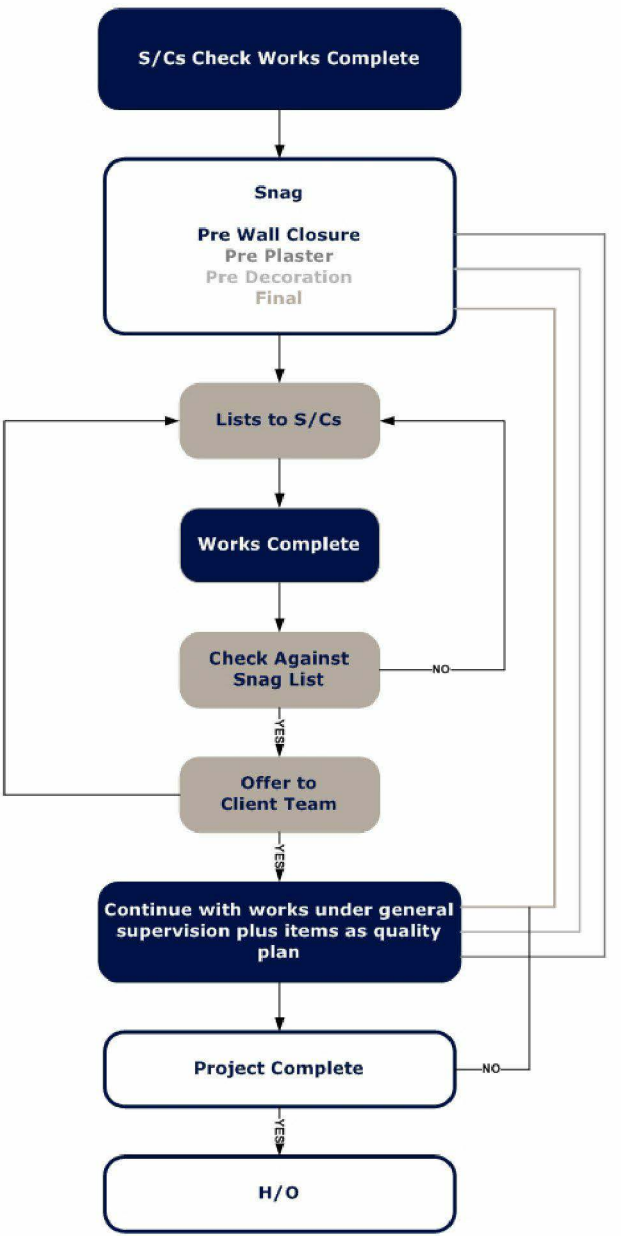
Supply-Chain Quality Control

We apply the same quality assurance and quality control requirements to our supply-chain partners who are taken through our rigorous selection process before any contract is awarded. Subcontractors' employees are inducted into our policies/objectives/procedures, and any contract requirements specific to KCTMO.

Quality controls and assurances will be identified and communicated to subcontractors at pre-start meetings, which will be chaired by the Contracts Manager and attended by the subcontractor and project Surveyor. This is an opportunity to clarify quality requirements and for Rydon, as the principal contractor, to develop the Quality Plan, which includes the Inspection and Materials Testing Plan, checklists, and material sample submissions. Individual trade Quality Plans are requested for approval prior to the commencement of works. In some cases, due to the nature/volume of work, some trade Quality Plans will be developed and incorporated into Rydon's principal contractor's own Plan.

Every month each subcontractor on site is assessed under the following five headings: H&S, supervision, quality of work, housekeeping/presentation/waste management, and programme and progress. This information is then reviewed and discussed at the quarterly SHE Operational Forum (SOF), which is attended by representatives from each of the Rydon companies. This ensures that our subcontractors are continually monitored. The results of each month's assessment are also displayed on site. We have found that this form of monitoring is a useful tool in driving up standards, both between subcontractors and between sites.

Bernice Ramchandani of Hyde confirms our commitment to subcontractor quality, *"They have a strong management team who manage their sub-contractors efficiently to ensure any defects are rectified promptly. They do not walk away from problems even if the defect period has expired."*



Continuous Improvement & Shared Learning

Once the making good of defects is complete, a project closure meeting is convened where lessons learned are shared and transferred to new schemes. Our staff and supply-chain are provided with information on 'improvement notices', which helps reduce re-occurring issues.

We also have an in-house Customer Care department, who manages all projects throughout defects liability period. Feedback from this department (specification and costs) is used to inform decisions and manage construction techniques to minimise defects. Defects are analysed for trends and results relayed throughout the group.



Considerate Constructor Scheme (CCS)

We will register Grenfell Tower site with the CCS and set a minimum target of 35 (based on the scoring system introduced in 2013).

In the 2013 CCS Awards, our Ashmole Estate site in Lambeth received *Silver* and our St George's Estate received *Bronze*.

Defects Management

Rydon operates a fully integrated defects management system that does not differentiate between work directly completed by Rydon employees, and/or work completed by subcontractors. In both instances the responsibility to mitigate and manage defects is ours. Our quality and continuous improvement systems will strive to stop defects from occurring in the first instance, and we run strict back to back contractual arrangements with our supply-chain to ensure high standards of quality are achieved. When a defect does occur, this will be rectified by our in-house repairs team to ensure the issue is dealt with quickly. We will then raise the issue with the appropriate supply-chain member in line with our continuous improvement process.

7.0 Resident Liaison



7.1 Having significant works undertaken in their homes and in the surrounding area can be a time of frustration, stress and even fear for some residents. In addition to allowing access to their homes they have to manage work and/or family commitments. Some residents will have particular issues such as health problems or problems with communication. Please explain how you will work with the client throughout the project and in the defect liability period to alleviate the concerns of residents and ensure that they are kept informed of the works.

During our extensive experience in undertaking occupied refurbishment, we have refined our delivery to best suit the occupiers. We believe that our success is down to our dedicated staff who are passionate about the works. Our trained team of Resident Liaison Officers (RLO's) are experienced in liaising and informing residents of works that are to be undertaken in their homes. Each project is allocated a dedicated RLO who is available on site throughout the works. For Grenfell Tower this will be Christina Stephanou, who's CV can be found in section 1.2.

Before Works

At project commencement we will meet with Resident Representative Groups and KCTMO to agree a Resident's Communication Strategy. The strategy will include timescales, letters to be sent, means of booking appointments, key management strategy, understanding household demographics (are there children and school runs?; working hours; planned holidays; religious events; regular hospital visits).

We will agree and publish a Resident Charter, Rydon Code of Conduct, and Rydon Complaints, Comments and Compliments Procedure with residents and KCTMO, to maximise our accountability to them. We will actively listen to residents' aspirations and concerns before, during and after the works. For example, in terms of coping with works in the home, accessibility to support services and information, product design and selection, health and safety, workmanship, conduct control mechanisms, security, customer care, our contribution to the local community and completing works to the required standard, on time.

General Communication

We will send out letters to all residents introducing ourselves, providing contact details

together with site specific information such as when our site accommodation will be set up and where.

Resident Guides to Works Handbooks will be provided, detailing works to be done, programme, steps to minimise disruption, and explaining resident choices. We will encourage residents to review the guides to make these more user-friendly. We will also explore alternative formats including photo-books and DVDs to communicate works information to residents. Translations will be offered in other languages, and Braille/large print formats for visually impaired residents.

Resident Meetings: We will hold a 'Meet-the-Contractor' event early in the contract programme. This will be one of our first opportunities to meet the community. The event will advise on who we are, what we do and what the works involve (this can be a PowerPoint display together with any samples). To ensure these are accessible, we will use local community venues and vary times, for example, holding twilight sessions to enable late/ shift working residents to attend.

Condition Surveys: Prior to start of works, we will complete a condition survey of each home to confirm the finite scope of works and then finalise the works sequence. We will letter drop all residents requesting they contact us to arrange a convenient appointment for us to carry out our Initial Survey visit. This visit, made by our site manager and RLO, will be to explain the works specific to each resident, carry out resident profiling and respond to any questions. The RLO will also handover and go through the Works Information Pack (WIP), which includes details on working hours, resident charter, respite, what to expect, and H&S.

Individual Communication:

- 4-6 weeks before: our RLO will write to the resident with the anticipated start date and a

date for a condition survey to be carried out in their home. Within this letter will be a Guide Pack which describes the works taking place and provides hints and tips for the resident.

- 2 weeks before: our RLO will visit at home to carry out condition survey. Works will be clarified again to ensure residents are well prepared and know what to expect. Storage will be arranged at this point. The resident will sign the survey as confirmation of the condition of their home prior to the refurbishment works commencing.
- 7 day notification letter will be sent reminding the resident of their start date in one week's time.
- 2 days before: our RLO will visit the resident to ensure they are prepared and assist in moving heavy items/objects.

During Works

Regular Home Visits: Our RLO Team will visit regularly throughout the works to check the resident is comfortable and knows how to operate any new equipment installed. Our RLO will build individual relationships and ensure the smooth running of the works. Home visits will also provide an important opportunity to support vulnerable residents and respond to their individual needs, including liaising with carers/support agencies.

When works are in progress daily checks will be made in the morning and at the end of the day by both the Site Manager and the RLO.

We will hold regular coffee mornings, providing an informal and relaxed environment during which residents can chat to our RLO about any concerns or issues they have.

Notice Boards: Health and safety information, advance notice of disruptive works, and RLO contact details will be displayed on community notice boards.

After Works

Our RLO will be present during the Handover visit and will issue the Resident Handover pack together with a satisfaction survey form.

We will engage residents in monitoring delivery/quality of the works through the

completion of a resident satisfaction survey. We will provide feedback on our performance to Resident Panels and Steering Groups.

Other means of ensuring residents' concerns are alleviated and kept informed include:

- As part of our site compound we will provide a dedicated resident liaison facility which will have safe dedicated pedestrian access. This will minimise the health and safety risk to visitors and will help to encourage residents to take an active interest in the development.
- Our RLO facility will be open to all – tenants, leaseholders, freeholders and the general public will be able to call in, to discuss questions/issues.
- We will have a whole team approach of dedicated RLOs and KCTMO's Resident Engagement Officers so that when residents approach any of us we have a consistent united approach.
- We will develop a programme of fully embracing community events following consultation with residents, community groups and resident forums.
- Where the demographic indicates a particular first language, we will look at means of fully engaging with that community. For example, at our St Georges site 70% of the residents were Bengali speaking, therefore to ensure that communication was not a barrier, we employed local resident Ruma Monowara as a trainee RLO on the project.
- We have a Language-line account and BSL qualified RLOs.
- We will ensure that residents are engaged at every opportunity in the programme/contract, right from consultation at the outset through practical completion and beyond. We manage this through group consultation, one-to-ones, coffee mornings, community events, drop in sessions, taster days, and we ensure consultation is available to all.
- We will provide regular newsletters, and also ensure these are displayed in prominent locations, such as resident notice boards.

- We will hold 'Meet-the-Contractor' events giving locals the opportunity to talk to us about work opportunities we can offer through the programme.
- We will offer a clear process for resident choices:
 - Our RLO will visit each resident to explain choices.
 - Choices will be displayed on sample boards and within the RLO office.
 - RLO will visit resident to confirm choices.
 - Resident will have a 7-day cooling off period.
 - RLO will visit resident after 7-day cooling off to confirm choices prior to order placement.
- Resident Reading Panel to review information that is published for residents and ensure that it is relevant, addresses key concerns, and resident-friendly.
- Mystery shopping to test aspects of our service delivery.
- Development of a Resident Scrutiny Panel to review performance.
- Hold Open Days and progress meetings for residents as the contract progresses, and publish information handbooks to keep residents informed.
- Attend resident association meetings.
- Build relationships with resident representatives by engaging them in our service delivery. For example, inviting them to attend progress meetings and walkabouts, and establishing reading panels to review resident communications.
- Ensure our team and information about our programme is available to all residents, holding meetings in local accessible venues, holding twilight drop in sessions for working residents, providing translations or interpretation service where needed, or visiting residents in their home.
- Work with the community to support sustainability initiatives, such as partnerships with local schools and environmental initiatives.
- Offer residents a handyman to assist with moving furniture, putting up shelves/curtain poles.
- We will relocate satellite dishes as required to avoid disruption to service.

We believe one of the key elements to the successful delivery of an occupied refurbishment project is effective communication and managing residents' expectations from the outset. Using the methods above, Rydon ensures residents are well informed about the works and the programme which helps maximise access and reduce delays. Whilst works are in progress, daily morning and end of day checks will be made to each open property to maintain quality of works, and ensure security and safety.

8.0 Grant Funding

Rydon

8.1 The client expects the contractor to secure additional external funding through grants that may be available, to contribute towards energy efficient/eco design solutions on this project. Please provide in detail the process you will go through to identify appropriate grant funding opportunities, how you will assist the client, who has limited resources, in successfully securing such funding and how you will accommodate any additional work resulting from grant awards into the scheme and programme? The funding of this project is partly dependant on the client obtaining such grant funding.

As a business we are firmly committed to delivering sustainable buildings that minimise their impact on the environment, both on retrofit refurbishment projects such as Grenfell Tower, and our new build schemes.

We have worked with clients to secure Energy Company Obligation (ECO) funding for their stock reinvestment programmes under; the home heating cost reduction obligation (HHCRO); the carbon emission reduction obligation (CERO); and the carbon saving community obligation (CSCO). This has been achieved through formal arrangements with major energy companies, usually direct with the building owner, however we can act as the ECO provider on the scheme is required.

As a business we are experienced in working with local authority clients in conjunction with the Department of Energy and Climate Change (DECC), in looking at how to best utilise the Green Deal.

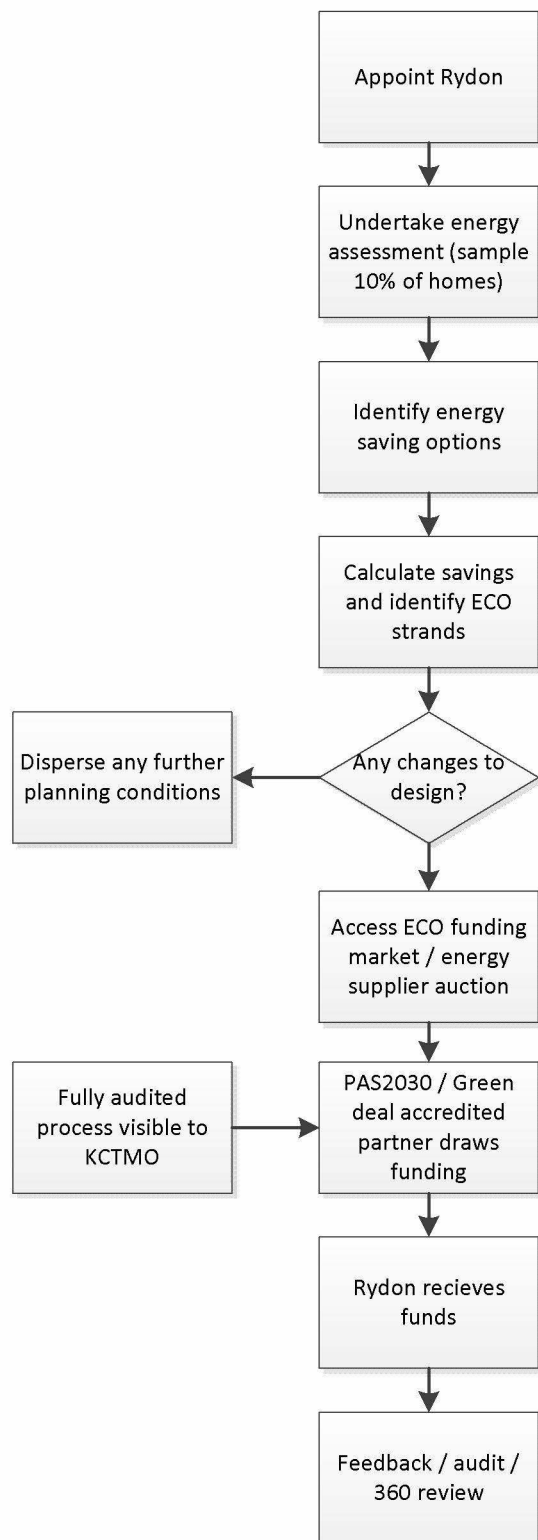
The proposed application of external wall insulation, new communal boiler system and double glazed windows at Grenfell Tower will enable this refurbishment project to access funding from the (ECO), as outlined in the table.

There is however a set process that needs to be followed to ascertain the amount of carbon savings a project has the potential to deliver. This requires that before upgrade works commence, a SAP or RdSAP energy assessment sample of each property type is conducted in order to quantify the current carbon emission baseline and identify all recommended energy efficiency measures.

KEY	
Eligible as primary measure	P
Eligible as secondary measure	S

ECO Strands	
Home heating cost reduction obligation	HHCRO
Carbon emission reduction obligation	CERO
Carbon saving community obligation	CSCO

Measure Cat.	Product/ Activity	HHCRO	CERO	CSCO
Insulation	External wall insulation	P	P	P
	Internal wall insulation	P	P	P
	Cavity wall insulation	P	S	P
	Hard to treat wall insulation	P	P	P
	Loft Insulation	P	S	P
	Draught proofing	P	S	P
Heating	Gas – Condensing boiler	P	N/A	N/A
	Oil – Condensing boiler	P	N/A	N/A
	CHP	P	N/A	N/A
	Heating Controls	P	N/A	N/A
	Hot water controls	P	N/A	N/A
	Hot water systems	P	N/A	N/A
	Fan Storage heaters	P	N/A	N/A



To access ECO funding, we will work with our PAS2030 accredited partner who will liaise with the most appropriate ECO obligated energy company. Funding will be claimed once a qualifying measure has been installed and typically be received within 60 days. The Chancellor in his Autumn Statement on 5th December 2013, announced some wide-ranging changes to ECO, which whilst soon

subject to consultation, is expected to see some significant scheme changes come into effect from 1st April 2014. The energy companies are in-turn presently reviewing their delivery strategies and our consultant will help us to work with the one offering the best all round package of support.

We'd seek to work with an energy company who's prepared to offer us security of funding supply and minimise the risks associated with compliance.

Fees payable to our ECO funding partner will be calculated as a percentage of the total grant achieved, in line with standard industry practice.

Other areas we would look to explore on the Grenfell Tower refurbishment are:

- The Energy Saving Trusts - Landlords Energy Saving Allowance
- The SITA Trusts- Enhancing Communities Programme
- Working with Salix Finance
- Explore HCA funding possibilities
- Direct EU funding

There are also further design/specification changes that could be made such as the provision of a biomass fed plant to meet baseload needs. This would draw a greater ECO funding payment and provide income generated from the Renewable Heat Incentive (RHI) over a period of 20 years.

The current proposal covers one boiler in the plant room, with a further two existing boilers remaining in order to service the nearby properties in the finger blocks next to Grenfell Tower. Although the current scope of works specifies we focus on improvements to Grenfell Tower only, it would be an opportunity to also look at widening the scope to also include the overhaul/replacement of further plant in the boiler room in order to leverage further external funding through ECO and longer term revenue income through RHI.

As part of our wider approach to carbon reduction we could also implement previously successful initiatives such as RELISH, which looks at not only the specification and

installation of carbon and energy reducing technologies on refurbished properties, but also the education of building occupiers in reducing energy consumption, trend analysis and ongoing monitoring.

This scheme has previously had direct EU funding and was conducted in partnership with Worthing Homes.

Accommodating increased workload

Should additional funding result in us being to complete further works under the scope of the project, we will take a planned and pragmatic approach to incorporating the works, whilst not negatively impacting on the current programme of works.

As outlined in our responses to questions 1-3 in this document, we have proposed a well-resourced delivery team, clear logistics strategy and achievable programme period. This enables us to be flexible when incorporating further works, whilst also continuing to brief the client team and mutually agreeing a plan to move forward and providing regular status updates.

9.0 Environmental



9.1 Please explain how you will:**(a) Minimise waste in this project;****(b) Recycle as much waste as possible.**

A) Rydon's Environmental Management System (EMS) is formally certified to ISO:14001 through which we implement many initiatives over and above basic legislative requirements. Our Environmental Policy details the commitments we have to reduce our impact on the environment. This commitment ranges from promoting the use of sustainable materials and equipment within our activities to developing bespoke sustainability programmes to suit our clients' needs and aspirations. Our broad experience puts us in a good position to work with our clients to test and find more cost effective and sustainable solutions to repairs and maintenance works.

We will still complete a Site Waste Management Plan (SWMP) for the Grenfell scheme. This will be managed using our own customised electronic package (SMARTWaste). This allows us to identify a range of opportunities for resource efficiency. Since the requirement for SWMPs was deregulated on 1st December 2013, Rydon has made it policy to keep this plan as a procedure, due to the efficiency and effectiveness of our process to reduce waste.

B) We have reduced waste on site and have increased the amount being diverted from landfill, and we aim to ensure that our recycling rate remains at least 90%. We are concerned about the sustainability of the materials before they reach us. Rydon is committed to sourcing materials from sustainable sources and with high recycled content within them and it is our policy that all timber and timber products are sourced from legally logged and sustainable sources. To demonstrate this commitment, assurance is provided by an approved scheme such as FSC, CSA and PEFC, with full chain of custody certification. As well as this, our waste management system now allows us to identify excess materials which may be used on other Rydon sites for re-use. Packaging is often a source of a high volume of waste, which we address through our unique agreements with

our suppliers to reduce packaging wherever possible, and return re-usable packaging to suppliers (such as our agreement with Correx Paint to return paint tins and paint for re-use and recycling) as well as coordinating deliveries to reduce travel miles. Where possible, we will use local recycling providers (e.g. National Community Wood Recycling Project) to re-use materials.

Before the Grenfell project starts on site, the project and site managers will meet with the Senior SHE Business Partner – (Environment) to will develop the waste management plan. This is done jointly that so we share best practise across the sites. Those site managers then discuss with their subcontractors ways to reduce waste and uses the site waste management plan to set targets. These targets are set at the pre-start meeting and are monitored regularly through the progress meetings.

9.2 The tender document indicates the required BREEAM rating for this project is good. Please outline your strategy to achieving the required BREEAM rating, and please indicate any particular features you will include to achieve this. Please confirm the identity and experience of your specialist BREEAM adviser.

We have been involved in many projects where a BREEAM standard has been set up and achieved. To ensure that we achieve a BREEAM 'Good' rating we will work closely within the project team to meet the challenges presented by these assessment methods, such as reducing CO2 emissions, conserving water, managing waste, protecting biodiversity, planning for sustainable travel, ensuring materials are ethically sourced and minimising pollution.

We will be working with our appointed BREEAM Assessors Baily Garner who are a multi-disciplinary practice delivering environmental and sustainability services. A CV for the BREEAM refurbishment assessor who will work on this scheme, Miles Hebron is included in response 1.2.

Both Miles and Rydon have undertaken a number of BREEAM domestic refurbishment projects which combines refurbishment and new-build units.

Process

To ensure that we achieve a BREEAM Good or above we will examine and utilise, amongst others, the following environmental aspects:

- An understanding of the ecological value of the site being developed and the steps necessary to protect/enhance biodiversity;
- Maximise use of environmentally friendly materials through the use of Green Guide to Specification;
- Incorporation of recycled materials;
- Robust site management procedures including recycling of waste materials;
- Use locally sourced materials where possible;
- Ensure that the appropriate and most cost effective sustainability measures are taken to match the budget;
- Early review of design with selected consultants, with direct reference to the project's environmental performance and lifecycle cost; and

- Low environmental impact by design.
- Rydon is committed to successfully delivering schemes under BREEAM, and by using a variety of the principles outlined above we are keen to deliver BREEAM ratings whilst maintaining the viability in terms of cost, time and the quality of the outcome.

We have been provided with the BREEAM Domestic Refurbishment pre-assessment Revision C of Grenfell Tower dated July 2013. However, this pre-assessment does not reflect our current understanding of the project specification. In particular it identifies individual gas boilers and not a centralised gas boiler with heat interface units.

Therefore, upon appointment we would propose to undertake an internal review of the pre-assessment and present our findings on the individual credits and ratings at the first appropriate client meeting.

The potential rating of Grenfell Tower as identified by the pre-assessment report is limited by some minimum standards within the BREEAM methodology such as WAT 1 Internal Water Use.

We would therefore propose as part of our review to set out options for discussion to enhance the current rating. All options will be costed. As the project develops these would be available as options to KCTMO and the project team to use within any value management or value engineering exercises.

Equally this pre-assessment review would inform any discussions about added value within the project when seeking to achieve the required rating.

Another area we could look at would be the no.7 new homes that will be created which we believe Code 4 Sustainable Homes Assessment criteria maybe more appropriate and we would welcome the opportunity to discuss this approach and the required ratings.



Rydon House, Station Road,
Forest Row, East Sussex, RH18 5DW



www.rydon.co.uk