




<p>CLIENT BRIEF</p> <p>for</p> <p><i>T169 - Lilestone Estate</i></p> <p>Revision 1 – September 2022</p>			
Project Details			
Block(s) Included in scope	Eastlake House, Stanfield House & Tadema House		
Area / Ward Location	Central	Church Street	
Recommended Service Provider	United Living		
Works Value	£4,572,974		
Delivery Year	2023/24 & 2024/25		
Project Lead	James Long – Client Surveying Manager		
Brief description of project:	External and Internal repairs, redecorations, fire safety works, and repair works to pram sheds.		
Lessee Implications	H= £59,407	L= £6,318	A= £28,434
Key Issues / Project risks	<ul style="list-style-type: none"> – Gaining access into individual properties. – High lessee bills. – Planning consent implications. – Careful management of internal access to properties for consequential works to residents' properties (reinstatement of window blinds/curtains, cills, reveal repairs and sundry accessories). – Adverse weather conditions may cause delays. – Keeping the car park area clear of cars to enable resurfacing works. – Aligning works with the Luton Street Community Benefit Fund. – Assurance of project delivery following delays to commencement. – Managing resident expectations due to historic major works issues 		
Programme Board Date	1st Submission – Thursday, 01 September 2022		
Executive Summary			
<p>T169 is a programme of planned works to the external and internal areas to three blocks on the Lilestone Estate. The purpose of these works is to maintain the internal and external fabric of the buildings. The project involves overhauling the existing roofs to all three blocks, brick repointing, concrete repair work, internal and external decorating, tarmac repairs and</p>			



resurfacing to car park area, repair raised brick planters, timber repair works, fire compartmentation works, and window replacement works funded by the Community Benefit Fund created in conjunction with the Luton Street development.

Component to be Cleared	Title of Officer (Delegate)	Sign Off Method / Date
Asset Strategy	Gavin Ridgewell (James Long)	By e-mail dated: 11/03/2022
Property Maintenance	John Hayden (Sheila Allen)	By e-mail dated: 19/04/2022
Finance	Kate Swanton	By e-mail dated: 10/03/2022
Lessee Services	Andrew Pye (Jayne Stretton)	By e-mail dated: 06/04/2022
Cap Programme Team	Kevin Regan (Daniel Witt)	By e-mail dated: 08/04/2022
M&E Engineering	Jason Killeen (Georgina Wingham)	By e-mail dated: 05/04/2022
Communications	Ian Merriman (Amoy Ing)	By e-mail dated: 24/03/2022
Health & Safety	Matthew Curran	By e-mail dated: 08/04/2022
Asbestos	Matthew Curran	By e-mail dated: 08/04/2022
Fire Safety	David Edney	By e-mail dated: 07/04/2022
Sustainability	Anthony Jones	By e-mail dated: 05/04/2022



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Westminster City Council will make all endeavours to provide the information noted below, where it is available and relevant to the project

- **Appendix 1 – Initial Pre-construction Information (IPCI)**
 - Client site specific requirements
 - Site set up
- **Appendix 2 – Condition Surveys / Repairs History / Project justification**
- **Appendix 3 – Budget Summary**
- **Appendix 4 – Risk Register**
- **Appendix 5 – Property List**
- **Appendix 6 – Stakeholder Consultation**
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- **Appendix 8 – Specification / Drawings / Product & Planning Information**
- **Appendix 9 – Major Works History**
- **Appendix 10 – Total Project Cost (inc WCC costs)**

Note: The appendices are not published with this document as they are too large. If you would like details of the appendices, please contact housing.enquiries@westminster.gov.uk and quote reference T169.



1.0 INTRODUCTION

This project involves a programme of planned maintenance works and Community Benefit fund (CBF) works to three blocks on the Lilestone Estate: Eastlake House, Stanfield House and Tadema House.

Under the contractual requirements for the sale and redevelopment of the site at Luton Street, a Community Benefit Fund (CBF) contribution of £2.9m was made by the developer Linkcity to WCC to implement improvement works to the adjacent blocks. The primary focus of works under the CBF is for window replacement to these three blocks on the Lilestone Estate.

The intention for this project is to incorporate the window replacement works with the major works programme under T169. The 2014 Community Benefit Fund contribution of (£290,782 – Eastlake House, £337,373 – Tadema House & £187,505 – Stanfield House) will go towards the window replacement cost and will be deducted from the overall leaseholder liabilities.

The combined works will be carried out under one contract, and it is intended that the works will be undertaken by the Service Provider appointed under the Major Works Term Programme. The purpose of this Client Brief is to provide information and direction to facilitate the production of a Project Execution Plan (PEP) (as defined within the Term Contract) by the Service Provider for further review by Westminster City Council (WCC) prior to issue of a Pre-Commencement Order (PCO).



2.0 KEY PROJECT DETAILS

Project Name	Lilestone Estate
Listed Building or Conservation Area	(Tick as appropriate) LB <input type="checkbox"/> CA <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Comments: N/A
Legislative constraints	Planning permission, Building Control approval is required to be in line with the current building regulations and Regulatory Reform (Fire Safety) Order 2005
Existing planning consents	N/A
Project Notifiable under CDMR	Yes
Principle Designer appointment required	Yes



3.0 ASSET SUMMARY / CONSTRUCTION TYPE

3.1 The three blocks form part of the Lilestone Estate. The estate is in the Central area and Church Street ward of Westminster, London. The construction materials used for the blocks is similar. Each block is five stories high with Eastlake House and Tadema having a C shaped footprint. Stanfield House has a staggered rectangular footprint. The external walls are predominantly solid masonry in Flemish bond with parapet walls at roof level with precast concrete copings. The windows are predominately painted timber double hung sash units with reinforced concrete cills. The roofs are tiled pitched mansard roofs with lead lined dormer windows.

3.2 BLOCKS IN SCHEME

Block Name	No of Units	No of Leaseholders
Eastlake House, NW8 8LU	54	37
Tadema House, NW8 8PN	54	34
Stanfield House, NW8 8LE	51	23
TOTAL	159	94

3.3 INDIVIDUAL BLOCK DESCRIPTIONS

It is important that the Service Provider makes arrangements with WCC to visit the site as early as possible following receipt of this Client Brief to acquaint themselves with the site. This knowledge will be essential in order to produce a meaningful and sufficiently detailed Project Execution Plan. Please also refer to the documents in the Appendices, which will provide further information.

Eastlake House

Eastlake House is a five storey (including mansard) block with a “C” shaped footprint. It is located on the junction of Fisherton Street, Frampton Street and Luton Street. The front elevation faces South- West. There are two communal entrances and stairways leading to the communal balconies. There are four projecting cantilever private balconies with reinforced concrete slabs and painted metal balustrading. The external walls are predominantly solid masonry in Flemish bond with parapet walls at roof level with precast concrete copings. The roofs are pitched mansard roofs covered with tiles together with lead lined dormer windows. Chimneys are brick with terra cotta pots. Rainwater goods and soil pipes are cast iron. The windows are predominantly painted timber double hung sash units with reinforced concrete cills together with some painted timber casement windows. Entrance doors are stained timber.



Tadema House

Tadema House is a five storey (including mansard) block with a “C” shaped footprint. It is located on the junction of Fisherton Street, Frampton Street and Luton Street. The front elevation faces South- West. There are two communal entrances and stairways leading to the communal balconies. There are four projecting cantilever private balconies with reinforced concrete slabs and painted metal balustrading. The external walls are predominantly solid masonry in Flemish bond with parapet walls at roof level with precast concrete copings. The roofs are pitched mansard roofs covered with tiles together with lead lined dormer windows. Chimneys are brick with terra cotta pots. Rainwater goods and soil pipes are cast iron. Windows are predominantly painted timber double hung sash units with reinforced concrete cills together with some painted timber casement windows. Entrance doors are stained timber.

Stanfield House

Stanfield House is a five-storey block with an irregular staggered rectangular footprint. It is located between Orchardson Street and Frampton Street. The front elevation faces North-West. There are two communal entrances. The external walls are predominantly solid masonry in Flemish bond with parapet walls at roof level with precast concrete copings. The roofs are pitched and covered with tiles. Chimneys are brick with terra cotta pots. Rainwater goods and soil pipes are cast iron. The windows are predominantly painted timber double hung sash units with reinforced concrete cills together with some painted timber casement windows. Entrance doors are stained timber and composite.

4.0 PROJECT JUSTIFICATION

The aim of the project is to undertake internal and external repairs to various elements of the building. Some elements are reaching the end of their working life. The report attached in Appendix 2 identifies several areas that are failing or has already failed. The roofs on all three blocks appear to be in reasonable conditions however, due to some slipped and damaged tiles, the three roofs require some repair work done.

The windows have also been identified to be in poor condition. There is extensive rot to the timber frame and stock condition data identified that the windows are due for replacement in 2023/2024. The 2014 Community Benefit Fund (CBF) contribution will go towards the window replacement cost. It will be cost effective to incorporate the CBF window replacement works with the T169 major works programme.



Other works identified in the report, loft insulation works, Internal, external redecoration works, fire compartmentation works are also necessary. The tarmac in the carpark areas for all three blocks requires some repair works done. At Stanfield House, the carpark area requires complete resurfacing.

Some of the works identified will be intrusive so asbestos surveys will be required and there is the possibility asbestos removal works will be required in areas asbestos is identified in the asbestos survey reports.

United Living is named as the recommended service provider to carry out the works for this project under the Major Works Term Partnering Contract.

5.0 DESCRIPTION OF KEY WORKS REQUIRED

Note: This section covers in general the works required. It should be noted that details within appendix 8 supersede the scope as detailed in the specification.

Works

Element	Work Required
Condition Survey	<p>Blocks: All</p> <p>The PD where appointed (or PC where no PD duty holder is in place) is to inform the Client, where additional survey or inspections are required to develop the PCI and inform the design process.</p> <p>The PC is required to complete a pre-commencement condition survey within all areas likely to be affected by the works, which shall contain written and photographic evidence of the existing conditions.</p> <p>The PC is to identify any areas of concern that may result in additional works being necessary, together with proposed remedial recommendations, within the scope of works. The condition survey is to be agreed with WCC/WCCs Client Representative and upon conclusion of the works the PC is to ensure the condition of any areas affected by the works are handed over to WCC/WCC in no worse a condition than at pre-commencement stage.</p>
Access Required	<p>Blocks: All</p> <p>Work at height will be required to complete the window renewal works, repairs to the private balconies and external brickwork/pointing repairs. The PC is to ensure that all work at height activities are risk assessed</p>



	<p>and that the proposed method of access to facilitate the works is detailed in the CPP and fully costed in the PEP.</p> <p>Should there be any reason that specific access arrangements cannot be fully evaluated and costed for then the Service Provider should identify these together with a defined Provisional allowance within their PEP for each specific item/ area.</p> <p>Access will also be required into properties to undertake pre & post condition surveys and to carry out some elements of work described in the survey report in Appendix 2.</p>
Pitched Roofs	<p>Blocks: All</p> <p>The roof coverings are believed to be generally in a good condition however repair works is required in certain areas. The service provider must identify additional required works through a condition survey arranged by the service provider and attended by WCC, who will agree to scope of works. Works identified so far are:</p> <ul style="list-style-type: none">• Overhaul sections of roof components including roof tiles, ridge/ hip tiles, SVP's, RWG's.• Repoint isolated areas of missing pointing to ridge tiles.• Brick repointing on chimneys.• Apply patination oil to lead flashings.• Repoint isolated areas to chimney stack. <p>Anticipated works may include but not limited to:</p> <ul style="list-style-type: none">• Renew chimney cowls• Clean all roof coverings using proprietary techniques including removal of all algae, moss, and the like.• Inspection and minor repairs/replacement of damaged roof timber components (structural and non-structural);• Repairs/replacement to any damaged or missing flashings, soakers and the like, including repointing of same where necessary.
Rainwater Goods	<p>Blocks: All</p> <p>Test and undertake repairs and full cleaning of rainwater goods including replacements of elements which are beyond repair. Test upon completion to ensure all rainwater goods systems are free of leaks and are discharging correctly.</p>
Loft Space	<p>Blocks: All</p> <p>The Service Provider is to arrange loft inspections to check the adequacy of existing loft insulation and fire compartmentation. If upgrades are required to meet current building regulations, the Service Provider is to refer to the WCC standard specification document in Appendix 8.</p> <p>The service provider must engage with WCC before proceeding with any additional works.</p>



	<p>Where the roof insulation levels are low (Below 300mm), the service provider must report this to the WCC Asset Investment Manager through the WCC representative on site. WCC's Asset Investment Manager will then liaise with the service provider on next steps for new insulation to be installed.</p>
Flat Roofs/Bin Stores	<p>Blocks: Stanfield House</p> <ul style="list-style-type: none">• Renew flat roof coverings to main entrance canopies.• Apply waterproof render capping to brick bin stores by flats entrances.• Renew/repair doors, frames to brick bin stores by flats entrances.
Ground Floor Bin Stores	<p>Blocks: Eastfield House & Tadema House.</p> <ul style="list-style-type: none">• Renew slipped/broken tiles on canopies.• External concrete repairs.• Repairs to timber doors and frames.
Outbuildings/Pram Stores	<p>Blocks: Eastlake & Tadema House</p> <p>The service provider will carry out the works in line with and in accordance with the Survey Report in Appendix 2.</p> <ul style="list-style-type: none">• Remove ivy to walls and roofs.• Overhaul roof covering.• Carry out timber repairs to doors and wall plate.• Redecorate previously decorated surfaces.
Below Ground Drainage	<p>Blocks: All</p> <p>The service provider will carry out CCTV drainage survey in line with and in accordance with the Survey Report in Appendix 2. Based on the CCTV results, an agreement will be reached between contractor and WCC to establish the extent of associated works required. The Contractor is to provide proposals that would allow access to all main drain runs on the site to ascertain locations and condition. The contractor is to review the proposal to install/allow for rodding eyes at the down service connections between the rainwater pipes and the fall to the drain.</p>
Communal Walkways/Balconies	<p>Blocks: All</p> <ul style="list-style-type: none">• Balcony – carry out cover meter, carbonation, hammer test and concrete repairs.• Remove plant growth.• Isolated areas of repointing, stitch brickwork, carbonation, hammer tests to concrete areas and carry out concrete repairs.• Clear out and flush through blocked gullies to communal balconies.• Asphalt repair work.
External Lighting	<p>Block: Stanfield House</p> <p>Repair/Renew faulty flood lights outside flats 11 & 6</p>



Boiler Flues	<p>Blocks: All</p> <p>Survey/review and identify existing boiler flues, which need to be extended to protect the building fabric. Extend the flues where required where required.</p>
Private Balcony Works	<p>Blocks: All</p> <p>The Service Provider is to inspect the conditions of the private balconies including the asphalt and advise what works are required. All works are subject to WCC representative approval.</p> <p>There will be a provisional sum for these works.</p>
Glazing & Windows	<p>Blocks: All</p> <p>Renewal of individual property timber framed windows. The proposal is to renew in double glazing. All new glazing elements to comply with relevant Approved Documents.</p> <p>The Service Provider is to follow current building regulations when installing new windows.</p> <p>Westminster has specified and costed for a timber replacement window system. However, residents did request that Upvc is explored as a possible window replacement material. Service Provider to explore alternative window materials with Westminster planning during application stage.</p> <p>Reglaze communal entrance doors to Stanfield House</p>
Extractor Fans	<p>Blocks: All</p> <p>Where possible remove extractor fans from glazed windows and install new extractor fans to internal walls. The service provider should confirm the make and model of the extractor fan with the WCC representative before installation.</p>
Block Signage	<p>Blocks: All</p> <p>The service provider will carry out the works in line with and in accordance with the Survey Report in Appendix 2 and the performance specification located within Appendix 8.</p> <ul style="list-style-type: none">• Upgrade fire escape signage with photoluminescent rigid plastic fire escape signage screw fixed to walls.• Upgrade fire escape signage with new compliant A4 size fire action notice signs.
External Decoration	<p>Blocks: All</p>



	External decorations to all previously decorated surfaces. Including rainwater goods, storage sheds, railings and boundary walls.
Internal Repairs	Blocks: All Repairs to internal fabric finishes ensuring they are sound, consistent and ready to receive redecoration. Stanfield House – Repair/replace wall tiles to internal communal areas.
Internal Decoration	Blocks: All Redecoration of all previously decorated internal surfaces. Class 0 performance required to walls, ceilings, strings and soffits including necessary preparations, in accordance with Approved Document B requirements.
External Concrete/ Brick Repairs	Blocks: All The service provider will carry out the works in line with and in accordance with the Survey Report in Appendix 2 and the performance specification located within Appendix 8. Also, the service provider will provide a plan for potential phasing of pointing and external repairs work and align against working at height requirements and proposal. <ul style="list-style-type: none">• Extensive brickwork facing and pointing repairs where necessary on all external areas. The service provider must identify the extent of the pointing work at high level across the blocks and arrange for WCC to also inspect and agree the extent of pointing required.• Concrete repair work to balconies.• Concrete repairs to concrete window cills.• Carry out brickwork and concrete repairs to boundary walls.• Carryout repair work to concrete coping stones where necessary.• Repair/ rebuild brickwork to raised brick planters.• Make good screed to communal decking to ground floor.• Repair large brick pier to carpark entrance - Eastlake House
External Repairs	Blocks: All <ul style="list-style-type: none">• Repair damaged trunking to external walls.• Renew broken metal air vents to external walls.• Reclip loose/sagging cables to walls and soffits.• Make good redundant service penetrations to external walls.• Clean stained areas on brickwork.• Install pigeon spikes were necessary.
Car Park	Blocks: All



	<p>Residents need to be given adequate notice to move their cars to enable the car park repairs and resurfacing works. The service provider should liaise with WCC to plan/sequence the tarmac works to avoid delays.</p> <ul style="list-style-type: none">• Carry out tarmac repairs to car parking area.• Stanfield House only - Resurface carpark and repaint lines to parking area.
Trees	<p>Blocks: All Cut back tree branches encroaching the blocks. The service provider should check if a Tree Preservation Order (TPO) is required before cutting back any tree branches.</p>
Metal Work Repairs	<p>Blocks: All Decoration of all previously painted metalwork including external boundary treatments. To include full preparation (strip where necessary) and repairs and replacement of missing or defective elements. Bin chute hatches – Smoke seals to be upgraded to BS7386. If beyond repair, hatch to be replaced to fire rated cover.</p>
Communal Flooring	<p>Blocks: All Repairs to existing non-covered flooring (including replacement of any components beyond repair) to ensure surfaces are safe, cleanable, maintainable, and free of defects</p> <p>The service provider is to arrange further inspections to the internal communal areas and communal walkways of Eastlake House & Tadema House and advise WCC if any additional work is required to the flooring.</p> <p>Stanfield House - Internal communal area floors/stairs - carry out a deep clean. Repair broken tiles and cracked screed</p>
Internal Repairs	<p>Blocks: All Repairs to internal fabric finishes ensuring they are sound, consistent and ready to receive redecoration.</p> <p>Stanfield House – Repair/replace wall tiles to internal communal areas.</p>
Fire Safety Works	<p>Blocks: All</p> <p>Contractor to note that all live fire risk assessment information can be found on the Westminster City Council portal - Shine. Review the fire</p>



	<p>risk assessment report to ensure familiarisation with fire safety strategies for the properties in relation to all areas affected by the works. Identify all works deemed necessary and associated with the works to ensure all fire safety requirements are met.</p> <p>Report findings with respect to recommendations to WCC for any additional work that may be deemed appropriate with regard to fire protection matters for consideration and further direction/instruction.</p> <p>Ensure the works are fully compliant with all current regulatory requirements.</p> <p>Following recommendations from site survey and compartmentation report carry out all passive fire protection contained within the schedule of works (SOW). All passive fire protection and door installation works must be undertaken by a Competent Person. The term competent person shall mean a person or business who has demonstrated to a Third Party that they have the expertise, skills and commitment in the identification and installation of passive fire protection and fire door installation. The term Third Party shall mean a Certification body accredited by the United Kingdom Accreditation Service (UKAS).</p> <p>All fire safety materials, doorsets and doors shall be Third Party certificated fire stopping products where Third Party shall mean a Certification body accredited by the United Kingdom Accreditation Service (UKAS). All products used shall be delivered with the relevant certification for inspection.</p> <p>A full report should be provided on completion of the works, to include photos of pre and post condition as part of the 'Condition Survey' element of works. Upon completion of the works Regulation 38 shall be complied with and this is a requirement under the Building Regulations for England and Wales to provide fire safety information to the 'responsible person' at the completion of a project, or where the building or extension is first occupied.</p> <p>Note – All fire safety works are to be undertaken by an accredited third party of an appropriate 'industry recognised' body. A full report should be provided on completion of the works, to include photos of pre and post condition as part of the 'Condition Survey' element of works.</p>
Asbestos Management	<p>Blocks: All</p> <p>Contractor to note that all live asbestos information can be found on the Westminster City Council asbestos portal, Shine. The PD/PC is required to inform the client regarding the need to instruct any further R&D surveys as the design develops and the areas where intrusive works will be required are confirmed. The R&D survey will be instructed by the client through the asbestos management system and provided to the PD/PC as part of the PCI, to allow the CPP to be developed.</p>



	<p>The Service Providers Project Execution Plan needs to identify any further works, with estimated costs, for completing removal or encapsulation of ACMs to enable The Works. The SP is to ensure that any subcontractor undertaking asbestos removal works as part of The Works, fulfils the client's requirements outlined in the WCC process and procedure documents and are deemed competent to undertake the required works.</p> <p>The SP is to ensure that any subcontractor undertaking asbestos removal works as part of The Works, fulfils the clients licence requirements and are deemed competent to undertake the required works.</p>																
<p>Planned Preventative Maintenance (PPM) of M&E Systems</p>	<p>Blocks: All</p> <p>The Service Provider is to be responsible for the maintenance of all mechanical and electrical systems for the duration of the contract. The Service Provider is to make a budget allowance based on the annual M&E PPM items and associated prices listed below. Please Note: Examples below are not an exhaustive list and are for example purposes only. Service Provider to notify WCC of any additional systems not allowed for below.</p> <p>Any agreed PPM to be undertaken by the Service Provider must be removed from the Estate's incumbent maintenance contractor's PPM schedule until the element is commissioned / the contract is completed.</p> <table border="1" data-bbox="520 1236 1426 1693"> <thead> <tr> <th>Element</th> <th>Price/Annum</th> </tr> </thead> <tbody> <tr> <td>Door entry</td> <td>£ 600.00</td> </tr> <tr> <td>CCTV</td> <td>£ 125.00</td> </tr> <tr> <td>Emergency Lighting</td> <td>£ 350.00</td> </tr> <tr> <td>Fire Alarms</td> <td>£ 800.00</td> </tr> <tr> <td>Fire Extinguishers</td> <td>£ 25.00</td> </tr> <tr> <td>AOVs</td> <td>£ 125.00</td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>	Element	Price/Annum	Door entry	£ 600.00	CCTV	£ 125.00	Emergency Lighting	£ 350.00	Fire Alarms	£ 800.00	Fire Extinguishers	£ 25.00	AOVs	£ 125.00		
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<p>Other Potentially Hazardous Circumstances</p>	<p>Blocks: All</p> <p>Where held the Client has provided relevant information regarding the existing structure(s) and materials in the IPCI.</p> <p>The PD/PC is to inform the client if during the design stage, it becomes evident that there is the potential for other deleterious materials or hazards to be present and further inspection or testing is required.</p>																



	<p>Other materials that may be present or that need considering include but are not limited to:</p> <ul style="list-style-type: none">• Lead Paint• HAC• Horse hair plaster• Clay pot floors• Calcium silicate brickwork• RAAC planks• Tesserae• Vermiculite <p>Other hazards that may be present:</p> <ul style="list-style-type: none">• Fragile roof materials• Unprotected roof lights• Unprotected flat roofs• Unprotected fall risks (shafts/ sumps)• Confined spaces• Insufficient safe access provision to plant and equipment• Noise protection zones• Open water
H&S File & O&M Manual	<p>Blocks: All</p> <p>These buildings do not currently have a H&S file.</p> <p>Create/provide a new Health and Safety File and Operating & Maintenance manuals for the building and also for all systems associated with The Works. The file shall be in accordance with and as detailed within the Term Partnering Contract. This is to include but is not limited to;</p> <ul style="list-style-type: none">• A detailed future Planned Preventative Maintenance (PPM) programme/ regime associated with The Works;• As-built drawings, specifications, schematics, schedules etc.• Manufacturers details, guarantees and warranties (as applicable)• Details of risks and hazardous materials not eliminated through design• Site Investigation Reports• Statutory authority consents and approvals



6.0 CONSTRUCTION (DESIGN AND MANAGEMENT) REGULATIONS (CDMR)

6.1 CLIENT REQUIREMENTS

These requirements are in addition to the requirements imposed by any statute or statutory instrument. They form part of the client's arrangements for meeting Regulation 4 of the CDM Regulations 2015 (CDMR).

Westminster City Council will act as "The client" under CDMR.

Westminster City Council' Client Representative (CR) will lead on CDM matters and will liaise with other Duty Holders to ensure that the Clients duties are being met.

The Client requires that the SP as Principal Contractor; Designer and where the role is required Principal Designer, demonstrates that they have the skills knowledge and organisational capacity to undertake works safely and in accordance with all relevant legislation.

The client will conduct ongoing enquiries, inspect and audit the SPs performance in performance of its roles throughout the duration of the SPs contract and expects the SP to provide relevant information as and when requested and co-operate in this process.

The SP will issue the F10 notification to the HSE, following receipt of the Clients Project Brief (Inception) and will update the F10 notification as required and provide updated copies to the CWPM.

Where an accident or incident, involving a Westminster City Council or Westminster City Council employee: resident or member of the public occurs, in connection with the SPs operations the Client reserves the right to undertake its own independent investigation.

6.2 PROVISION OF PRECONSTRUCTION INFORMATION (PCI)

The client will compile initial PCI (IPCI) at project inception stage, relevant to the existing site or structures. This information will be passed to the SP acting as Principal Contractor, or Principle Designer where the role is required under CDMR.

The PC/PD is responsible for updating and developing the IPCI issued by the Client as the design process progresses and must inform the CR, at the earliest opportunity, regarding what if any additional information they feel is required to allow them to undertake the design and / or construction works safely.

The CR will inform the PD/PC regarding any specific requirements or restrictions regarding works in occupied premises and the PD/PC must ensure that these requirements are adopted and reflected in the construction phase plan (CPP).



6.3 DESIGNERS DUTIES

Those fulfilling the role of Designer under CDMR are required to consider in their design the safety of construction, maintenance, high level cleaning activities, demolition and use of a workplace of any structure for which they have prepared a design. The production of “Design Risk Assessment” is not deemed by the Client as an acceptable method of demonstrating that adequate consideration has been given to design safety issues.

6.4 PRINCIPLE DESIGNERS DUTIES

Where the SP is contracted to act as PC, Designer and PD, they must be able to demonstrate to the Client, that the team or individual acting and PD has sufficient independence and separation from those acting as PC and Designer(s) to fulfil the PD function and client requirements detailed below, on behalf of the Client.

The PD is required to monitor and report on the performance and effectiveness of the designer(s) and report on performance as requested by the Client.

When it becomes apparent that the SP does not have the skills, knowledge and experience or organisational capability to undertake the role of PD, WCC reserve the right to rescind the appointment and appoint an external consultant to act.

The PD is required by the client to:

- Attend design team meetings (DTMs) to ensure that hazards during construction; occupation and demolition are adequately controlled via the design process. Discussions and outcomes are to be recorded and retained for audit purposes.
- Maintain a “Project Hazard Register” (PHR) to record and track any safety issues raised during the design process. Design and construction invariably occur concurrently and therefore the PD must ensure that safety management is effectively managed throughout all stages of the project. The Client does not require numerical risk assessment of issues, although the PD must ensure that design options are suitably assessed for their respective risk and the outcomes clearly understood by the Design team and CR if appropriate.
- Complete “design safety reviews” (DSRs) this exercise may be completed at the end of DTMs during the design process, but should be continued throughout the project at key stages of design development. The PD is to determine the format and regularity of the DSRs, with due consideration to the Clients Requirements agreed within the Project CDM Plan. *
- Produce a “Project Access Safety Strategy” in accordance with BS8560 for inclusion in the H&S file, to demonstrate that the Designer(s) have given sufficient consideration to access for cleaning and maintenance of the completed structure or installed plant and equipment. A model document is available from the Client.
- Monitor and report the safety of the construction site, to assist the Client in fulfilling the duty to make reasonable efforts to establish appropriate H&S arrangements are in place. The purpose of this regime is to verify that the CPP is being



implemented not to duplicate the PCs own safety managements arrangements. Any actions resulting from the PDs monitoring, will be actioned by the CR.

*Where the design may impact on future maintenance, i.e. high-level plant, the PD should seek to consult with WCCs Head of M&E services as part of the DSR process.

6.5 THE CONSTRUCTION PHASE PLAN (CPP)

The PC (where no PD is in place) is required to submit an appropriately developed CPP to the CR at least **one month** before the intended start date.

6.6 HEALTH AND SAFETY FILE (HSF)

The production of the H&S file must be initiated in the early stages of the design process by the PD, to ensure that relevant information is available to the Client at practical completion to allow the Client to fulfil its statutory duties, prior to occupation/ reoccupation.

WCCs CR will regularly review the development of the H&S file with the PD/PC to ensure it is being developed.

It is expected that the PD will identify and agree with the PC the scope and content requirements of the HSF, but the format and content is to meet the Client requirements as detailed in Appendix 16.

The PD where appointed is required to review the HSF, prior to handover to the client and ensure that it is complete. Where no PD is in place the responsibility for reviewing the file, rests with the Clients Client Representative.

7.0 CARBON NEUTRAL 2030 CHALLENGE

On 18 September 2020 Westminster City Council (WCC) voted to become Carbon Neutral by 2030 and the whole city to follow suit by 2040.

Service provider to focus on three key elements that can influence reducing carbon emissions;

- **The quoted works**

Building Regulations Part L requires that if elements such as roofs, windows, heating systems are replaced they must meet current building regulation performance values, e.g. U Values. This is by no means a prescriptive list.

Prior to any product being purchased that will influence the carbon emissions of a building, (whether it be homes, communal parts or boiler/tank rooms), the service provider is required to prove Building Regulation compliance, (eg the insulation used



in reroofing a flat roof), furthermore you are required to prove that you have mitigated such issues as cold bridging, thermal breaks. This proof can be as simple as U-Value calculations before and after, ideally some sample EPCs can be produced.

On this project, the service provider will be required to produce EPCs for all tenanted properties where the energy performance has been improved by your works. The energy performance pre and post works scheduled highlighting savings on tonnes of carbon per property per year, this is for all tenures on the project, you are not required to complete EPCs for leasehold properties, the energy performance can be pro-rata similar tenanted properties on the project, it must be clearly stated if pro-rata.

- **Compound and site set up**

Whilst it is appreciated that in all likelihood the main source of energy will be electricity taken from a WCC communal supply and that the service provider will have no opportunity to purchase “Green” electricity. However, within the service providers control is how that energy is used, service provider is required;

- To demonstrate that intelligent controls for heating and hot water have been employed
- All pipework is to be lagged including cold water services
- All lighting is to be LED and intelligently controlled to limit waste use when areas are unoccupied
- Lights are to be switched off in rooms/buildings not in use.
- PCs and laptops set to power saving settings
- Windows and doors are not to be left open unnecessarily
- A+ rated or better white goods are to be used
- Monthly reporting of electricity use to WCC Project Manager is required, with any variation in usage explained

- **Vehicles and the vehicles of tradespersons and suppliers**

- No vehicle is to idle on site, in particular delivery vehicles
- It is required that staff and tradesman commute and travel between site by either foot, cycle or public transport, if this is not possible then lift sharing is preferred.
- Electric or Hybrid vehicles are required to be used, (NB Term contractors as part of their tender have committed to using electric vehicles)

In 2021, approval was given for Westminster City Council to retrofit its existing housing stock to an average of an EPC B and to a net zero standard. Moving forward, WCC want to ensure that all service providers and their respective supply chains have appropriate environmental and retrofit standards in place including PAS 2035.

In order to meet the WCC carbon reduction target. Where possible, the service provider will be expected to consider various elements such as:

- Floor and wall insulation



- Secondary glazing and additional draught proofing measures
- Installation of PV panels where roofs are replaced.

WCC will expect the service provider to consider all these measures as the project progresses and for these measures to be considered within the PEP and SPP. Meetings will take place with the Commissioning and Sustainability Teams to consider these options.

8.0 MAJOR WORKS HISTORY & LESSONS LEARNT

Recent Major Works to note

Year	Project Number	Works Carried Out
2017	T262	Replacement of in flat heating and hot water services and block distribution pipe work at Eastlake House and Tadema House.
2006	J116	Church Street Phase 2 External Repairs & Decorations.

Please refer to Appendix 9 for full Major Works History.

Lessons Learnt From Previous Projects

W104 – Hallfield Estate Phase 2

- The service provider should keep adequate records of access attempts. These should include the 3-letter sequence, email, phone, and door knocking attempts.
- The service provider should ensure all window surveys/pre-condition photos are sent well in advance to WCC to review and agree any necessary additional internal works within the property before the project starts.
- Residents should be informed of the window design even if they can't have direct say on the window design. If planning approval is required, they residents should get to see the proposed design prior to planning approval.
- Agree with contractor in advance what help they are willing to provide elderly and disabled residents. Contractors are willing to help elderly and disabled residents move items as long as they sign disclaimers removing contractor's liability for any damage that may occur when moving items. If this is not possible the contractor must flag the issue to WCC asap to refer to housing team.
- In tenant properties, we are technically only required to make good any damage (replaster, basic coat of white paint) and leave ready for the tenant to repaint as needed. In leasehold properties however, we are required to make good in line with how it was prior to the work taking place. This means both replastering and repainting as needed in line with leaseholders existing decorations.



V115 Hallfiled Estate – Internal & External Refurbishment Works Lessons Learnt.

- Internal window surveys by contractor to all properties to ensure accurate measurements are taken and take note of any potential issues that needs to be addressed before or during the project.
- The contractor is to ensure the windows and doors have adequate protection to avoid dents and damages during delivery.
- Programme and sequence of works to be managed properly and project updates related to all relevant parties on time.
- Resource planning to be discussed with the contractor to ensure adequate labour is on site to avoid delays.
- Contractor to ensure there is always adequate floor protection in the properties.

Building works – Various

- Careful consideration on the design of window units
- Unique scaffolding and access design to windows and doors to blocks across the estate
- Advanced survey, ordering and appointment booking system required for window renewal works
- Careful management of internal access to properties for consequential works to residents' properties (reinstatement of window blinds/curtains, cills and reveal repairs).
- Careful management of asbestos removal.
- Careful consideration to laying of new communal floor system.

9.0 WARRANTIES / GUARANTEES & MINIMUM DESIGN REQUIREMENTS

General Design Requirements

Design responsibility requirements are identified within the Term Brief. All works are to be undertaken in accordance with UK/ EU current standards and regulatory/ statutory requirements.



All design related information provided by WCC is issued for Information Purposes only and is in no way to form any part of the Service Providers Design. Should the Service Provider wish to engage with any third party previously employed by WCC in this respect then permission must be sought from WCC in the first instance.

Design information required will include, but is not limited to, the following:

1. Drawings and schematics in advance of commencement agreement;
2. Materials & Workmanship specifications in advance of commencement agreement;
3. Calculations and equipment selection rational (including relevant Technical Submittals) must be provided and agreed at pre-commencement stage.

General guarantee/ warranty and design expectations for all materials and equipment are as follows:

1. Product failure liability cover.
2. Consequential damage cover to building fabric and contents where a product has failed
3. Workmanship of the approved Service Provider/ Installer where relevant.
4. Design liability for the contents of the system supplier's specification, advice and any other detailed drawings supplied.

Values of cover and cost parameters of guarantees and warranties must be presented to the Client Representative with the Service Providers Business Case for elements of work.

Table A below outlines the key design expectations of the Client in relation materials/ equipment.

Table A – Material Design Requirements – General Works				
Element	Design Requirements	Desired Manufacturers	Guarantee / Warranty Requirement	Pricing Methodology
Decoration	All substrates to be tested for damp and other contaminants such as lead, asbestos etc to ensure suitable for application of paint. Site specific specification to be provided	<ul style="list-style-type: none"> • Dulux • Crown 	Defects Liability Period	Schedule of Rates
Decoration (Class 0)	Cross cut paint samples to show paint adhesion must be carried out by specialist prior to specification. All substrates to be tested for damp and other contaminants to ensure suitable for application of paint. Site specific specification to be provided.	<ul style="list-style-type: none"> • Integra • Tor-Coatings • Crown (Timonox) • Dulux (Pyroshield) 	Certification of Class 0	Schedule of Rates



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Windows (Timber)	Detailed drawings and windows schedules and site specific specification will be provided and made available to the Contractor.	<ul style="list-style-type: none">TBC	Frame – 25 Years Glazing (DG) – 10 Years	As per business case to be provided
Fire Doors / Front Entrance doors (FEDs)	All Doorsets to be third party certified and where FED secure by design (SBD) and to meet requirements of WCC Fire Door Performance Specification. Door schedule to be provided and included within FRA plan. Contractor must note planning restrictions where installing doors in conservation areas or to listed buildings.		20 Years (10 years for ironmongery)	As per business case to be provided
Roofing Generally	Roof structure and any related substrate to be inspected to ensure sufficient for replacement proposed. Full site specific drawings and specification to be produced.	<ul style="list-style-type: none">TBC	TBC	As per business case to be provided
Rainwater goods (where replaced)	To include design to current regulations. All internal pipework design and drawings to be produced where full of part of internally located drainage is proposed.	<ul style="list-style-type: none">Marley / AlutecAlumasc	Manufacturer's warranty	As per business case to be provided
Asphalt Works Generally	Existing asphalt to be completely stripped where areas to be replaced – no overlays required unless instructed by Client. All repairs to be logged individually (location, size and cost).	<ul style="list-style-type: none">n/a	N/A	Schedule of rates
Concrete Repairs	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.	<ul style="list-style-type: none">Mapei	Manufacturer's warranty	Schedule of rates
Timber Repairs (resin)	Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all	<ul style="list-style-type: none">Repair Care	Manufacturer's warranty	Schedule of rates



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	repairs to be signed off by Client representative.			
Extract Fans	Full site specific proposals to current standards and regulations. Layout drawings, schematics, specifications, technical submittals and calculations to be provided and agreed at pre-commencement stage.	<ul style="list-style-type: none"> Nuaire As per standard/agreed schedules & Specifications 	Minimum 2 Years manufacturer's warranty	Business Case to be provided where Schedule of Rates cannot be applied
Light Installation	Full site specific proposals to current standards, British Standards, CIBSE guidance and regulations. Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage. Minimum of IP65 rating. Key switch provided for testing.	<ul style="list-style-type: none"> Fittings = Thorlux / Luc Bright Trent As per WCC standard/agreed schedules & Specifications 	5-year manufacturer's warranty	Business Case to be provided where Schedule of Rates cannot be applied
Electrical Fittings Generally	Full site-specific proposals to current standards and regulations. Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage.	<ul style="list-style-type: none"> Fittings = Thorlux / Luc Bright Trent Consumer Boards – Wylex Ltd As per WCC standard/agreed schedules & Specifications 	Standard manufacturer's warranty	Business Case to be provided where Schedule of Rates cannot be applied
Wiring Containment	Powder coated, steel and complete with security screws <ul style="list-style-type: none"> Conduit Trunking Tray Basket 	<ul style="list-style-type: none"> Flytec systems Ltd Legrand 	Standard manufacturer's warranty	Business Case to be provided where Schedule of Rates cannot be applied
Builders work in connection (BWIC) including decorative works and fabric repairs	Full site specific proposals to current standards and regulations. BWIC Layout detail drawings and specifications to be provided and agreed at pre-commencement stage.	N/A	N/A	Schedule of Rates
FRA works	Full site specific proposals to current standards and regulations.	<ul style="list-style-type: none"> As per WCC standard/agreed schedules & Specifications 	Standard manufacturer's warranty	Business Case to be provided where



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	Fire Strategy Report & Drawings (if required), Layout Drawings and Details, Specifications and Technical Submittals to be provided and agreed at pre-commencement stage.			Schedule of Rates cannot be applied
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10.0 MILESTONE PROGRAMME

Milestone	Start Date	End Date	Duration (calendar days)	Action
Stakeholder & Ward Member briefing	24-Mar-22	24-Mar-22	1	C&E / PCST
Introduction letter to residents	28-Mar-22	28-Mar-22	1	C&E / PCST
First Resident Meeting	11-Apr-22	11-Apr-22	1	C&E / PCST
If required - Follow up resident meeting and scope sign off	4-Jul-22	4-Jul-22	1	C&E / PCST
Handover to Commissioning Team				
Asset Strategy Handover to Commissioning Team	9-Sep-22	9-Sep-22	1	AS
Project Launch	9-Sep-22	23-Sep-22	14	CT
Issue 2-wk notice to Service Provider (SP) ahead of Client Brief issue	16-Sep-22	16-Sep-22	1	CT
Client Brief Issue Stage				
Issue Client Brief CDM Brief and initial PCI to SP	30-Sep-22	30-Sep-22	1	CT
Project Execution Plan (PEP) Stage				
PEP production by SP & Issue to Client	30-Sep-22	29-Dec-22	90	SP
PEP Review & Value Engineering (VE) period	29-Dec-22	1-Mar-23	62	CT
Resident engagement format TBC (Update / meeting / website/ e-shot / door knocking / exhibition)	15-Mar-23	15-Mar-23	14	C&E / PCST
Pre-commencement Order & Detailed Design Stage				
Issue 2-wk notice to SP ahead of Pre-C Order issue	15-Mar-23	15-Mar-23	1	CT
Prepare & Issue Pre-commencement Order to SP	22-Mar-23	29-Mar-23	7	CT
SP prepares & issues proposals document to client	29-Mar-23	27-Jul-23	120	SP
Proposals Review & VE period	27-Jul-23	25-Sep-23	60	CT



Prepare & Issue Notice of Estimates (NOE's)	25-Sep-23	2-Oct-23	7	CT
NOE Consultation period	2-Oct-23	15-Nov-23	44	CT
Commencement Order & Mobilisation Stage				
Issue 2-wk notice to SP ahead of Commencement Order	15-Nov-23	15-Nov-23	1	CT
Prepare & Issue Commencement Order to SP	16-Nov-23	23-Nov-23	7	CT
WCC Project Team Handover to SP	23-Nov-23	30-Nov-23	7	CT
Meet the Contractor Letter issued	30-Nov-23	30-Nov-23	1	SP
Contractor Mobilisation period	30-Nov-23	9-Jan-24	40	SP
Construction phase plan (CPP) is approved	9-Jan-24	12-Jan-24	3	CT
Resident Meeting	12-Jan-24	16-Jan-24	4	
Start on Site	22-Jan-24	22-Jan-24	1	SP
Contract Period	22-Jan-24	20-Jan-25	364	SP

11.0 RESIDENT CONSULTATION

Westminster City Council and United Living will write to residents to keep them updated throughout the development of the project. This will include the formal section 20 consultation for leaseholders. Before work starts onsite United Living will write to residents, introducing the onsite team, find out how the works may affect them, the timescales for completing the work and who to contact while works are onsite.

The resident introductory meeting took place on 4th July 2022, where the scope of T169 was discussed in detail. Please refer to Appendix 6 for the Q&A from the meeting. As



mentioned previously, the residents that attended the meeting did highlight that they wanted the Service Provider to consider a Upvc window as an alternative material option. WCC has specified a timber window but requests that the Service Provider consider an alternative Upvc option following discussion with WCC planning.

Key resident issues / concerns to note:

As residents have been comprehensively consulted regarding the scope of works and financial implications, expectations for the delivery of works as agreed are likely to be high. Since there have been a number of years since the consultation was carried out, there are two risks that need to be highlighted:

1. A potential shortfall in the CBF budget agreed in 2014

With a significant shortfall in funding estimated due to the effects of inflation since the CBF budget was first agreed in 2014, it should be noted that any decision to reduce the scope of works in order to reduce costs would require re-consultation with the residents, a new communications strategy and may be resisted by the residents. If required, the Regeneration Team will lead on this consultation as it is linked directly to the CBF. Please note that a contribution of £815,660 for window replacement will be used as part of these works.

2. Potential changes in resident priorities

The Westminster Regeneration and Housing Teams will engage with residents and outline the consultation undertaken to date and the agreed outcomes. The Regeneration Team will carry out a 'sense check' of the agreed outcomes with residents, and lead on any further engagement if required.

12.0 SUMMARY

Following a full review of this brief and a visit to each block, the Service Provider will produce a Project Execution Plan (PEP).

Prior to issue of a Pre-commencement Order the Service Provider will need to identify a detailed cost estimate within the PEP for The Works in order that WCC can issue appropriate Notice of Estimates (NOE's) to any Leaseholders. Once the NOE's are issued a 37-day (calendar days) period is required before a Pre-commencement Order can be issued.

The PEP will need to identify a detailed plan of action throughout the Pre-commencement Stage to ensure that all required works will be appropriately assessed and fully costed prior to a Commencement Order being issued.



The works are varied and on a large scale, every element is required to be carried out and will be subject to adherence to a pre-agreed quality management process.

KEY ESTATE CONSIDERATIONS

As mentioned previously, residents on the Lilestone Estate have been briefed on the proposal to replace existing windows with new double-glazed windows under the Community Benefit Fund (CBF). The intention is to incorporate these works into the major works programme. Residents were provided with the proposals in 2014, which included anticipated costs for the installation of the new double-glazed windows which would be covered by the CBF. However, it is now clear that these costs are not adequate to cover the current anticipated window replacement costs. However, the contribution from the 2014 Community Benefit Fund of £815,660 will be deducted from leaseholder liabilities and will go towards the cost of replacing the windows.

Also, the car park resurfacing, paving and walkway works at Stanfield House will not be charged to leaseholders as these works will be funded from a separate income based on the fees/charges for those items.

Other project(s) of note:

N/A