City of Westminster

CLIENT BRIEF

For

AC116 – Hide Tower External Cladding Replacement and Roof renewal works.

Revision 1 – April 2024
Revision 2 - July 2024
Revision 3 – August 2024

Project Details			
Block(s) Included in scope	Hide Tower		
Area / Ward Location	South	Vincent Square	
Recommended Service Provider	Axis Europe		
Total Works Value	Work	£2,238,795.97	
	WCC costs	£128,017.73	
	Subtotal	£2,366,813.70	
	Contingency	£236,681.37	
	Total	£2,603,495.07	
Delivery Year	2026/27		
Project Lead	Brian Omara – Client Surveying Manager		
Brief description of project:	Installation of a non-combustible rendered external wall insulation system and the replacement of external timber cladding and roof renewal works . The prelims have been split as per the PCAF and the PEP costs, WCC staff costs and contingency has been split 60% / 40%. The element being recharged to the LH is only 40% of the overall costs excluding the removal/replacement of the cladding.		
Costs rechargeable to LH	£670,146.00		
Lessee Implications	H= 10,340.35	A=5,514.46	L=2,070.7

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Key Issues / Project risks	– Obtaining appropriate building control approval through the Building Safety Regulator – Going through the appropriate gateways as defined under Building Safety Act 2022. – Resident consultation and dialogue with the Tenant management organisation – Leaseholder re-charge: Leasehold Operations has confirmed that leaseholders will not be recharged for the removal and replacement of the timber cladding. – Disruption to car parking – Mast climber access to carry out works. – Appropriate design planning and relationship with manufacturer. – Principal Designer responsibilities under the BSA 2022 – Ensuring a suitable resident vulnerability list/PEEP statement is produced to ensure that safe evacuation is in place for all residents during the works.
Programme Board Date	1st Submission – TBC

Executive Summary

AC116 forms part of the wider safety commitment Westminster City Council has made to the residents at Hide Tower in delivering important fire safety works on our high-rise buildings. Works are to focus specifically on an alternative to the current timber cladding which is located on the balconies to the East and West side of the building plus the balcony dividers on the same side of the building. The material to be used must meet the following requirement. Replace the external cladding with either Class A2 S1, d0 or better as defined by BSEN13501-1;2018) and replace the infill panels with an alternative that's achieve Class A2-s1, d0 or better BSEN13501-1:2018.(4) BR135 "Fire performance of external thermal insulation for walls of multistorey buildings, third edition "BRE.The infill panels adjacent to the windows are sheet aluminium over extruded polystyrene insulation. The aluminium would provide little protection in a fully developed fire to the underlying layers due to its relatively low melting point. Polystyrene fires are typified by large amounts of smoke, high rates of heat release, pool fires and flaming droplets. The pool fires have potential to spread fire. However, the panels do not form continuous runs up the building and are separated by sections of concrete. It is recommended that the infill panels are replaced with a product that meets the classification A2-s1, d0 or better as defined by BSEN13501-1.

As per the moisture maps and the condition survey carried out by Bauder and our third-party consultants the roof has reached the end of its serviceable life and needs to be replaced.

Component to be Cleared	Title of Officer (Delegate)	Sign Off Method / Date

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Asset Strategy	Gavin Ridgewell (Kate Swanton)	By e-mail dated: 16/07/2024Enter Date
Property Maintenance	Chris Damri (Sheila Allen)	By e-mail dated: 25/07/2024Enter Date
Finance	Libby Eledah (Nick Haverly)	By e-mail dated: 22/07/2024 Enter Date
Lessee Services	Andrew Pye (Jayne Stretton)	By e-mail dated: 22/07/2024 Enter Date
Cap Programme Team	Kevin Regan (Daniel Witt)	By e-mail dated: Enter Date
M&E Engineering	Jason Killeen (Georgina Wingham)	By e-mail dated:26/07/2024 Enter Date
Communications	Ian Merriman (Ayesha Begum)	By e-mail dated: 22/07/2024Enter Date
Health & Safety	Richard Street (Clare Gibb)	By e-mail dated: 16/07/2024Enter Date
Asbestos	Elliot Davy (Clare Gibb)	By e-mail dated: 23/07/2024 Enter Date
Fire Safety	Junaid Iqbal	By e-mail dated: 22/07/2024Enter Date
Fire Safety	Carl Vernon	By e-mail dated:
Building Safety	James Long	By e-mail dated:23/07/2024 Enter Date
Sustainability	Anthony Jones	By e-mail dated: 23/07/2024 Enter Date
TMO	Mervyn Thomason	By e-mail dated: 22/07/2024Enter Date

Note – Changes to the CB made after the project board sign-off received based on the comments of Fire Safety lead and FRA Type 4 survey recommendations. Please see Appendix 6- Stakeholder Consultation for further details.

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Contents

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.**
  - **Asbestos surveys.**
  - **Fire risk assessment.**
- **Appendix 2 – Condition Surveys / Repairs History / Project justification**
- **Appendix 3 – Budget Summary**
- **Appendix 4 – Risk Register**
- **Appendix 5 – Property List**
- **Appendix 6 – Stakeholder Consultation**
- **Appendix 7 – Lessee Liabilities**
- **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 AC116.

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1.0 INTRODUCTION

Following a request from a leaseholder for an EWS1 form, a fire engineering consultant was appointed to undertake this work on behalf of WCC. The company appointed was International Fire Consultants Limited (IFC) who then undertook an inspection of the building in order to make their assessment. IFC's assessment concluded that the fire risk is sufficiently high that remedial work and interim measures are required to the external elevations of Hide Tower, refer appendix-2 Condition Surveys for reference.

2.0 KEY PROJECT DETAILS

Project Name	**AC116 - Hide Tower Cladding removal and External Wall Insulation**
Listed Building or Conservation Area	(Tick as appropriate) LB ☐ CA ☐ N/A ☒
Legislative constraints	Section 20, planning permission, building control and Regulatory Reform (Fire Safety) Order 2005 and the Building Safety Act 2022 and The Higher-Risk Buildings (Management of Safety Risks etc) (England) Regulations 2023 Building Regulations (England) Amendments 2023
Existing planning consents	N/A
Project Notifiable under CDMR	Yes
Principal Designer appointment required	Yes

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3.0 ASSET SUMMARY / CONSTRUCTION TYPE

Hide Tower is a purpose-built concrete framed residential building, comprising 162 flats over 21 storeys of accommodation which was built in 1961. There is a main entrance to the front elevation, leading through to a small office and communal areas on the double height ground floor, with two passenger lifts and two escape stairs located at each end of the communal corridors.

3.1 BLOCKS IN SCHEME

Block Name	Leasehold	Tenant	Total
Hide Tower	48	114	162

4.0 PROJECT JUSTIFICATION

Following a request from a leaseholder for an EWS1 form in the summer 2020 a fire engineering consultant was appointed to undertake this work on behalf of WCC. The company appointed was International Fire Consultants Limited (IFC) who then undertook and inspection of the building to make their assessment. IFC's assessment concluded that the fire risk is sufficiently high that remedial work and interim measures are required. The two key issues identified are set out below: -.

A. The materials used for insulation in the window infill panels. It is noted as having the appearance of expanded polystyrene which is not classed as being of limited combustibility as defined by approved document B. The reports notes that "the infill panels are likely to contribute to the spread of fire across the external façade".

B. The timber cladding installed on the balconies. The cladding is identified as being 30mm thick timber with mineral wall insulation behind. The report notes that the timber would meet the recommendations in Approved Doc B up to 18m but above 18m it would not unless the timber is either National Class 0 or A2 S1-d0 or better in accordance with BSEN13501-1. As there is no evidence to say that the timber has been treated it has therefore been assumed that it will not meet the reaction to fire recommendations.

The report goes on to say that although it is highly unlikely that smoke and heat from the fire would be a risk to anyone evacuating, based on their assessment they give the overall level of fire risk due to the external walls as Moderate and that remedial measures are required. Therefore, it is WCC's intention to replace the timber cladding to the balconies and the window infill panels with a non-combustible equivalent.
The need for the works above has also been recommended in FRA type –4 available in Appendix 2.

Bauder carried out moisture mapping surveys of the roof and WCCs third party consultants also carried out condition surveys which suggests that the roof has reached the end of its life and needs replacement.

It is intended that these works will be undertaken by Axis Europe who have been appointed under the Major Works Term Programme, who carrying out works within the south of the borough which Hide Tower falls within.
WCC has applied for a grant funding to cover the leaseholder bills. This funding will cover costs of leaseholders for the cladding removal and replacement work. It looks promising at this stage that a funding will be secured but it will be confirmed and informed during later stage about the project whether a funding has been secured or not.

5.0 DESCRIPTION OF KEY WORKS REQUIRED

Element	Work Required
Condition Survey	The Principal Designer (PD) is to inform the Client, where additional survey or inspections are required to develop the PCI and inform the design process. The Principal Contractor (PC) is required to complete a pre-commencement non-invasive condition survey within all areas likely to be affected by the works, which shall contain written and photographic evidence of the existing conditions. 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 non-invasive 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 in no worse a condition than at pre-commencement stage.
Access Required	Work at height will be required to carry out all aspects of the works. The Service Provider is to ensure that all work at height activities are risk assessed and that the proposed method of access to facilitate the works is detailed in the Construction Phase Plan (CPP) and fully costed in the PEP. The Service Provider will need to acquaint themselves with the access arrangements available and provide specific proposals to facilitate the works necessary. Service Provider is expected to use mastclimbers throughout the project. It is WCC intention to avoid erection of full access scaffolding for any of the works. Service Provider to inform WCC immediately upon review of client brief if alternative access proposal will be required. All access proposals are to be identified and fully costed by the Service Provider within their PEP. 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.
Removal of timber cladding and replacing with appropriate materials	The FRAEW has followed the methodology of PAS 9980 and is based on the information relating to the external cladding system located on the East & West sides of the building. The overall risk rating is assessed to be High. Replace the external cladding with either Class A2 S1 d0 or better as defined by BSEN13501-1. (4) and replace the infill panels with an alternative that's achieve Class A2-s1,d0 or better BSEN13501-1(4). (4) BR135 "Fire performance of external thermal insulation for walls of multistorey buildings, third edition "BRE. The infill panels adjacent to the windows is sheet aluminium over extruded polystyrene insulation. The aluminium would provide little protection in a fully developed fire to the underlying layers due to its relatively low melting point. Polystyrene fires are typified by large amounts of smoke, high rates of heat release, pool fires and flaming droplets. The pool fires have potential to spread fire. However, the panels do not form continuous runs up the building and are separated by sections of concrete. It is recommended that the infill panels are replaces with a product that meets the classification A2-s1,d0as defined by BSEN13501-1. Or other Options could the timber be treated to the following National Class 0 orA2 S1 d0 in accordance with BSEN13501-1 standard. Allow for cavity barrier investigation will be required.
Concrete and masonry work.	Concrete repairs to be undertaken to all exposed areas where original cladding was removed e.g. from the bracket fixings and the like. Substrate must be sound dry, even, and clear of surface residue prior to new rendered system application. Record keeping of location and extent of repairs undertaken to be supplied as part of Quality Management process. Service Provider to note that the build up behind the existing cladding appears to be a mixture of concrete blockwork infill between the concrete columns. Furthermore, ad hoc brickwork and insulation foam installation was noted. WCC has allowed for substrata repairs but has not been able to ascertain clear construction throughout due to cladding obstructions.
External wall insulation	The service provider is required to install a rendered external wall insulation system to all exposed locations following removal of aluminium window infill panels. Service provider to refer to Appendix 8 for additional information.

	The new rendered external wall insulation system make up must provide the following: • Use of non-combustible materials • Materials that have passed BRE 135 Test to BS:8414 prior to installation at an approved testing facility. • Suitable insurance backed system guarantee for a minimum of 20 years. Service provider will need to provide structural calculations to ensure that the fixing system is designed to deal with predicted loads, including the weight of the system itself. Guidance on how to achieve this is provided in Section three of Approved Document A of Building Regulations. The Client has liaised with one provider of such systems Soltherm although the Contractor is to approach their supply chain to offer alternative manufacturers of such systems. **Service Provider Design Stage notifications** Before any works commence the installing contractor must carry out their own survey to confirm the existing wall build-up, and discrepancies should be reported to the manufacturer immediately. The contractor should acquaint themselves with the extent of the works and the conditions under which they are to be executed in order to enable accurate estimation of concrete repairs as well as the material to be used. Prior to proceeding with the installation of the proposed system, a manufacturer representative must produce a full **non-draft** project specification. At present, no U-Value or condensation risk analysis calculations have been carried out. These are pending receipt of further detailed information on the existing/proposed wall cross-section(s). U Value & condensation risk analysis and calculations must be completed in order to confirm the required insulation thickness to meet the requirements of Building Regulations and to assess to risk of interstitial condensation forming in the wall fabric.
Roof renewal	Full strip and replacement of the existing roof system with Bauder System see Appendix 8 for specifications. Provide a sign at roof level stating installation date, contractor name, length of guarantee, guarantee end date, and contact details for Westminster City Council if any future works are proposed to be carried out to the roof.

	Include all main and secondary roofs and ancillary parapet walls and details. Using an approved contractor for all associated works. All cables and services are to be maintained throughout the project. Cables are to be fixed in cable runs and reinstated on completion of works.
Electrical meter cupboard doors	Replace the electric meter cupboard doors located in the south staircase with suitable specification.
Lifts	To make sure that if the internal lifts are used to move material around the block/site that the lift cars are protected. A site meeting will be required with Lifts Contract Manager team to make sure the contractor takes all protective measures.
Maintaining the Existing Building Services	Maintain the building services systems during the duration of the contract. Where services may not be functioning or operational for a period of time prior notice and resident notification shall take place.
Builders work in connection	Carry out all builders work in connection with the works including subsequent making good of all disturbed finishes to a standard acceptable by Westminster City Council. Provide recommendations for any builders-work style items felt necessary (such as any minor building-fabric style repairs or decorative items associated with the works areas), submit for review and further instruction by Westminster City Council – a Provisional Sum in relation to any such works should be included at PEP stage.
Asbestos Management	A copy of the existing management survey and any R&D surveys have been supplied in the IPCI in Appendix 1 (As of June 2023). Live asbestos information can be found on the Westminster City Council asbestos portal, Shine. A copy of the existing management survey and any R&D surveys have been supplied in the IPCI in Appendix 1. 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. 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.
Other Potentially Hazardous Circumstances	Where held the Client has provided relevant information regarding the existing structure(s) and materials in the IPCI. 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. Other materials that may be present or that need considering include but are not limited to: Lead Paint. Hazardous Area Classification (HAC). Horsehair plaster. Clay pot floors. Calcium silicate brickwork. Reinforced Autoclaved Aerated Concrete (RAAC) planks. Tesserae. Vermiculite. Other hazards that may be present: Fragile roof materials. Unprotected flat roofs.
H&S File & O&M Manual	Create/provide a new Health and Safety File and Operating & Maintenance manuals for the building and 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. 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 and Principal Designer , demonstrates that they have the skills knowledge and organisational capacity to undertake works safely and in accordance with all relevant legislation as detailed in the New Common Assessment Standard 2022 (replacement for PAS91)

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 Designer as required under CDMR.

The 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).

DESIGNER'S 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.

6.3 PRINCIPAL DESIGNER'S DUTIES

Where the SP is contracted to act as PC, PD and the Designer, 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 ensure the Designer's fulfill their duties, monitor and report on the performance and effectiveness of the designer(s)

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 design 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. *
- Ensure the Design Team suitably develops/finalise the Maintenance Access Strategy during the detailed design in accordance with BS8560 2020 + A12018 – Code of Practice for the design of buildings incorporating safe work at height for inclusion in the H&S file, to demonstrate that the Designer(s) have considered 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.

6.3.1 Principal Designer Duties under Building Safety Act 2022

There is an additional requirement for clients of "Higher Risk Building" work as Hide Tower is. As referenced in section 120D of the Building Act 1984 (as amended by the BSA) and the Higher-Risk Buildings (Description and Supplementary Provisions) Regulation 2023). On appointing the Principal Designer and Principal Contractor, the client must keep a written record of the steps it took to satisfy itself that the appointments complied with the Building Regulations and fulfilled the requirements of competence.

The Building Regulation Amendment Act 2023 (BRAE Regulations) contain a set of duties that apply generally to all duty holders (including a client/employer, contractor, designer, the Principal Designer and Principal Contractor), in addition to specific duties for each duty holder.

Principal Designers must plan, manage and monitor the design work during the design stage of a project, and coordinate matters relating to design work so that *all reasonable steps are taken* to ensure that the design of the building work would comply with all relevant requirements. This includes ensuring that the other designers of the project are cooperating, coordinating and complying with the relevant requirements; and

Principal Contractors must plan, manage and monitor the building work during the construction phase and coordinate matters relating to the building work comprised in the project to *ensure* the building work complies with all relevant requirements.

Appointments to the roles of Principal Designer
a) on "Higher Risk Building" projects, before an application is submitted for building control approval to the regulator; and
b) on other projects, before the construction phase begins.
The primary objective of the Principal Designer role under the:

- CDM Regulations is focused on health and safety in the pre-construction phase of a project; whereas
- BRAE Regulations is focused on design.

Similarly, a Principal Contractor under the:

- CDM Regulations must ensure the health and safety of those affected by the project; whereas
- BRAE Regulations must take all reasonable steps to ensure compliance with Building Regulations.

6.3.2 Building Regulation Control Application

In relation to the Higher Risk Building (Procedures) 2023 Regulations 11 & 12 – Westminster City Council (the Client) would request that the Principal Designer appointed

under the Building Regulations (Amendments) 2023 will submit the Building Control Approval applications to the Building Safety Regulators via the online government portal Manage a building control application for a higher-risk building - GOV.UK (www.gov.uk)

In relation to the Higher Risk Building (Procedures) 2023 Regulation 12 (2) (d) – Westminster City Council will submit a statement confirming that we agree to the application being made on our behalf and that the information contained in the application is correct. This statement will be provided by the Principal Building Safety Manager.

6.4 THE CONSTRUCTION PHASE PLAN (CPP)

The PD is to assist the PC in the development of the CPP The PC is required to submit a suitably developed CPP to the CR at least **one month** before the intended start date.

The PD is to formally review CPP prior to issue of the CPP to the CR providing a copy of their review and recommendation.

6.5 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 CR and PC, the scope and content requirements of the HSF, the format and content is to meet the Client requirements as detailed in Appendix 16.

The PD where appointed is required to formally review the HSF, prior to being submitted r to the client and ensure that it is complete. The CR is to formally review the submitted HSF prior to acceptance.

7.0 MAJOR WORKS HISTORY & LESSONS LEARNT

Recent Major Works to note.

Year	Project Number	Works Carried Out
2020-21	X251	Ventilation and FRA works
2007	H149	Replacement of existing roof covering and associated works
2006	H149A	Fire precaution and internal decoration works

Please refer to Appendix 9 for full Major Works History.

Lessons Learnt From Previous Projects

X251 – Brunswick, Dalkeith, Hide and Semley Ventilation

- Ensure that all designs have been finalised and agreed with all stakeholders including Building Control before issuing commencement orders to proceed to site. We encountered significant amounts of lost time going back over design failures at the delivery stage. The main one being those designs relating to the ventilation works and fireworks.

- Ensure that there is engagement with the TMO throughout the brief and commissioning stages. They were unhappy to say the least when BC stated that they would have to have compartmentation of the ground floor entrance foyer.

Y147 – Little Venice External Wall Installation

- Regular communication with Network Homes, the freeholders of Langley House and Brindley House is essential. These two properties adjoin Polesworth House and Oversley House and scaffold licenses are essential for oversailing works to the rear elevations.
- Access for deliveries is limited across the blocks, especially to Polesworth House and Oversley House. Service Provider to consider size of vehicles used for transportation of materials.
- The service provider will supply and agree a condition survey of the area and all pavement slabs. Any damage caused by the contractor during works shall be made good on completion of the works.
- Service provider to ensure all weekend working requests are provided to Westminster City Council with ample time to inform all relevant parties.
- Abseiling will be required for works to the top band of exposed concrete on 21st floor to Princethorpe House and Oversley House. For access, service provider will need to liaise with phone mast providers (O2 & Vodafone), which are located on the roofs of both blocks. An exclusion zone is enforced if working directly in front of the antenna and so a transmitter shutdown would be required if the service provider intends to work in this location. Provider would require at least 10 working days' notice. Service provider to consider weather conditions, especially high winds when programming for abseil works to both elevations.

6. Following cladding removal, there were examples of loose helping hand brackets to the buildings. Immediate removal was required to mitigate any health and safety concerns.

8.0 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, eg 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, site set up and working practices**
  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)

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
The removal of the external timber cladding	Replace or treat the external cladding with either Class B-s3, d2 or better as defined by	• Soltherm		As per business case

on the /east & West side of the building. **External wall insulation**	EN13501-1. (4) and replace the infill panels with an alternative that's achieve Class A2-s1, d0 or be EN13501-1(4). Exposed concrete surface to be inspected to ensure sufficient for replacement proposed. Performance specification to be provided by service provider.	• Contractors proposal	20 Years (Contractor to notify Client if this vastly reduces the pool of applicable system manufacturers)	to be provided. Ditto
Concrete repairs	Each repair to exposed surface to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by client representative.	• Mapei • Sika	N/A	Schedule of rates

10.0 MILESTONE PROGRAMME

Milestone	Start Date	End Date	Duration (weekdays only)	Action
Handover to Commissioning Team				
Asset Strategy Handover to Commissioning Team	27-Aug-24	28-Aug-24	1	AS
Project Launch	29-Aug-24	30-Aug-24	1	CT
Client Brief Issue Stage				
Issue Client Brief CDM Brief and initial PCI to SP	28-Aug-24	29-Aug-24	1	CT
Issue RIBA stage 2 checklist	28-Aug-24	29-Aug-24	1	CT
Project Execution Plan (PEP) Stage				
PEP production , RIBA 2 Production & Review, RFI creation, Risk Register by SP & Issue to Client	30-Aug-24	30-Sep-24	21	SP
PEP, RIBA stage 2, and consultant cost Value Engineering (VE)	01-Oct-24	08-Oct-24	5	CT
RFI Review on-going until cleared or until 4 weeks prior to project completion.	01-Oct-24	Ongoing		SP/CT/Delivery
Risk Register review ongoing until commencement order issue	01-Oct-24	Ongoing		SP/CT
Pre-commencement order, Purchase Order issued	09-Oct-24	11-Oct-24	2	CT
RIBA Stage 4 Checklist issue	11-Oct-24	11-Oct-24	0	CT
F10 submitted by SP to HSE(where applicable) - Copy to Client	12-Oct-24	16-Oct-24	3	NA
Project Proposals Document (incl.SPP) & Detailed Design Stage				
Fire Engineer appointment-**Gateway 1**	12-Oct-24	14-Oct-24	1	
SP prepare RIBA Stage 4 monitoring & **Gateway 2** process proposal for review by CT.	17-Oct-24	31-Oct-24	10	SP
SP prepare all Planning and Building Control, High Risk Building (incl. Conservation Area, Fire Statement and Strategy) documents and	22-Oct-24	29-Nov-24	28	SP

submits for approval via the CT team.				
CT Review Planning & Building Control etc documents prior to submission.	30-Nov-24	04-Dec-24	3	CT
High Risk Building application as defined under Building Safety Act. SP submits Planning & Building Control application (period shown allows atleast 20 weeks for planning approval process and HRB decision process)	05-Dec-24	24-Apr-25	100	SP
SP prepares and issues Project Proposals document to the client.	22-Oct-24	24-Dec-24	45	
Proposal Review and VE period	02-Jan-25	22-Jan-25	14	CT/SP
Prepare & Issue Notice of Estimates (NOE's)	23-Jan-25	03-Feb-25	7	
NOE Consultation period (subject to leasehold bills thresholds)	04-Feb-25	22-Apr-25	55	
Leaseholder Surgery	14-Feb-25	17-Feb-25	1	
Commencement Order & Mobilisation Stage				
Prepare Commencement Order & PO	23-Apr-25	24-Apr-25	1	CT
Issue Commencement Order only after Planning & Building Control Approval Received.	25-Apr-25	25-Apr-25	0	CT
Construction phase plan (CPP) is approved	25-Apr-25	28-Apr-25	1	CT
CT Handover to Delivery Team.	26-Apr-25	26-Apr-25	0	CT/DT
Meet the Contractor Letter issued	27-Apr-25	27-Apr-25	0	SP/RA/DT
Contractor Mobilisation period	25-Apr-25	04-Jun-25	28	SP
Start on Site	05-Jun-25	05-Jun-25	0	SP
Contract Period	05-Jun-25	08-Oct-26	350	SP

11.0 RESIDENT CONSULTATION

A preliminary meeting took place with residents of Hide Tower on 6th October 2021 to discuss the works proposals. Details of the meeting discussion can be found in Appendix 6. Moving forward, consultation with residents will consist of Westminster City Council and United Living writing 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 hold a meet the contractor session to give residents to chance to meet 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. We will liaise with the TMO and resident's after the programme board has approved this client brief as well as liaising with the TMO regarding the grant application.

Key resident issues / concerns to note:

- By carrying out these works, Westminster are going against original statements provided to residents in 2019 which stated that the building was safe and in the unlikely event of a fire, the timber panels would not lead to spread of flame. It is essential that clear reasoning is provided for why the works are necessary.
- Residents had concerns during the X251 works regarding progress, monitoring of works and design.
- Adequate resources for resident engagement will be required given the likely level of resident enquiries and need for reassurance and engagement on works.
- The Service Provider will be required to meet with key residents, councillors and TMO representatives prior to commencement of works and present their proposed contract team at this meeting.
- The Service Provider will be expected to hold an evening monthly progress meeting for residents to attend during the works.

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, by replacing the window infill panels and timber cladding to Hide Tower, we are going against the advice we provided to residents in 2019. Therefore, it is essential that clear communication and reasoning to be provided to explain how and why this decision has been made. We will work with representatives from the TMO and residents. (Leasehold Operations has confirmed that the leaseholders will not be recharged for the cladding works).

Other project(s) of note:

1. Communal Fire Doors (each floor):
   The PPM SP to inspect the condition of communal fire doors leading to lift lobbies evey 6 months and carry out necessary ease, adjustment, and repairs to leave the doors in a good working condition.
2. Ground Floor timber panelling:
   The TMO to carryout works to the timber panelling on the ground floor to coat with a flame-retardant varnish to ensure that there is limited flame spread in the event of a fire, as suggested by WCC Fire lead.

X251 – Ventilation and FRA works to Hide Tower Evacuation Requirements in High Rises

Health & Safety Manager stated that evacuation requirements now need to be included in any capital works within our High-Rise buildings as part of the scope, but maybe consider having it as a separate programme of installation over the next five years. Senior Construction Manager to consider this as part of his major works.

Commissioning Manager stated that maybe this should be picked up by Head of Property Planning Asset Management and his team as part of the initial scope of the major works.