



<p style="text-align: center;">CLIENT BRIEF</p> <p style="text-align: center;">for</p> <p style="text-align: center;"><i>AD920 Lillington PDHU heat exchangers & network</i></p> <p style="text-align: center;">Revision 0 –April 2022</p>	
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Project Details			
Block(s) Included in scope	Charlwood house Exbury house Fairchild house Forsyth house Goodyer house Henry Wise house Longleat house Morgan house Parkinson house Priors house Repton house Stourhead house Thorndike house Wisley house		
Area	South	Ward Location	Tachbrook
Recommended Service Provider	GEM Environmental Building Services		
Works Value	£444,935		
Delivery Year	2022 / 23		
Project Lead	Oscar Esparza - M&E Project Manager		
Brief description of project:	This project involves the hydraulic separation of the PDHU district heating network that serves the blocks on the Lillington Gardens Estate.		
Lessee Implications	H= £26,817.44	L= £255.86	A= £951.99
Key Issues / Project risks	<ul style="list-style-type: none"> – Fluctuating and high costs of building materials due to market conditions and Brexit. – Access to properties where required – Minor interruption of services during the works. – Asbestos removal works within the plant room under AB113. 		



City of Westminster

	– Works must be carried out during summertime when the PDHU heating system will be turned off. Essential that the works are completed by September.	
Programme Board Date	1st Submission – TBC	
Component to be Cleared	Title of Officer (Delegate)	Sign Off Method / Date
Asset Strategy	Gavin Ridgewell (James Long)	By e-mail dated: 26/04/2022
Property Maintenance	John Hayden (Sheila Allen)	By e-mail dated: 05/05/2022
Finance	Kate Swanton	By e-mail dated: 21/04/2022
Lessee Services	Andrew Pye (Jayne Stretton)	By e-mail dated: 06/05/2022
M&E Engineering	Jason Killeen (Georgina Wingham)	By e-mail dated: 20/04/2022
Communications	Ian Merriman (Amoy Ing)	By e-mail dated: 25/04/2022
Health & Safety	Mathew Curran	By e-mail dated: 02/05/2022
Asbestos	Mathew Curran	By e-mail dated: 02/05/2022
Fire Safety	David Edney	By e-mail dated: 20/04/2022
Sustainability	Anthony Jones	By e-mail dated: 25/04/2022



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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
- 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 – Specification / Drawings / Product & Planning Information
- Appendix 8 – Specification, Drawings & Products
- Appendix 9 – Major Works History
- Appendix 10 – Total Project Cost (Inc. WCC)

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 AD920.



1.0 PROJECT OVERVIEW INCLUDING JUSTIFICATION

The project involves the mechanical hydraulic separation of the main (primary) heating network serving all the blocks on Lillington Gardens Estate. After completing phase 1 of the project, it will enable us to control/reduce the district heating water pressure to all dwellings served by the district heating pipework at Morgan House. The current heating system and design at Lillington and Longmore gardens has some pipework that is over forty years old. This includes risers servicing the flats, old isolation valves. Quite a lot of the components have come to the end of their serviceable life. The condition survey within Appendix 2 highlights the current state of the existing system.

The justification and benefits of the proposed works are:

- Facilitate compliance to the Heat Network (Metering & Billing) Regulations.
- Demonstrate commitment to WCC's ambitious carbon reduction targets to be a net-zero carbon City by 2040
- Mitigate fuel poverty risks to vulnerable residents
- Reduce operational and maintenance costs and callouts for heating system faults as a result of better system control.
- Increase the lifespan of district heating infrastructure through improvements in long-term system management.
- Improve resident comfort and reduction in complaints and costs to service.
- Provide data-backed, empirical, design parameters for future, new and replacement district and communal heating systems leading to long-term energy and cost savings
- Provide greater accountability for designers, installers, and term maintenance contractors to WCC now and for the longer-term.
- Mould and temperature monitoring of resident dwellings using internal IoT sensors to review the effectiveness of energy efficiency improvements, e.g., window replacement programmes, insulation etc.

It is intended that the refurbishment works will be undertaken by the Service Provider, GEM, who are Westminster's Term Partnering Contractor (TPC) for mechanical works. The purpose of this Client Brief is to provide information and direction to facilitate the production of a Project Execution Plan (PEP) by the Service Provider for further review by Westminster City Council (WCC) prior to issue of a Pre-Commencement Order (PCO).



2.0 KEY WORK DETAILS

Project Name	AD920 Lillington PDHU heat exchangers & network
Listed Building or Conservation Area	(Tick as appropriate) LB <input checked="" type="checkbox"/> CA <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Comments: All blocks are within the Lillington and Longmore Gardens conservation area and are also Grade II* listed buildings.
Legislative constraints	Section 20. considerations and possible listed building consent
Existing planning consents	N/A
Project Notifiable under CDMR	Yes
Principal Designer appointment required	Yes



2.1 BLOCKS / PROPERTY IN SCHEME

Block Name	No of Units	No of Leaseholders
Charlwood house	49	2
Exbury house	8	7
Fairchild house	12	3
Forsyth house	60	37
Goodyer house	14	6
Henry Wise house	96	32
Longleat house	103	40
Morgan house	49	25
Parkinson house	100	0
Priory house	22	18
Repton house	20	19
Stourhead house	108	46
Thorndike house	48	35
Wisley house	30	14
TOTAL	719	284



3.0 DESCRIPTION OF KEY WORKS REQUIRED

Note: This section covers in general the works required.

Works

Element	Work Required
Condition Survey	<p>Pre-existing information regarding the condition of the building has been provided in Appendix 2.</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>
PDHU District Heating Works	<p>The new proposed works include:</p> <ul style="list-style-type: none"> • Supply and installation new 2no. 2000kW plate heat exchangers, 1no. 3500 litre buffer storage vessel, pressurisation unit complete with circulating pumps and required valves to make the system efficient and new heating distribution pipework • Enabling works to enable the new equipment to be installed • Decommission / dispose of oil storage, redundant distribution pipework, redundant electrical/mechanical services. • Making good all areas in general • Certification of all mechanical & electrical installation • Service Provider to allow for Fire stopping where necessary
Maintaining the Existing Building Services	<p>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</p>



Fire Safety Works	<p>Contractor to undertake any FRA works where required during this contact.</p> <p>Contractor to note that all live fire risk assessment information can be found on the Westminster City Council portal, Shine. Review all FRA reports 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 regarding fire protection matters for consideration and further direction/instruction. It has been noted that although GEM has not specifically costed for it, fire safety works has been cost included into the budget summary.</p> <p>Following opening up of the structure or on completion of intrusive surveys / inspections report findings with respect to recommendations to WCC for any additional work that may be deemed appropriate in regard to fire protection matters for consideration and further direction/instruction.</p> <p>Contractor to undertake fire stopping works to all service penetrations within the plantroom.</p> <p>In accordance with guidance supplied by the WCC Safety Fire Team.</p> <p>Ensure the works are fully compliant with current building regulation requirements and the relevant British Standards.</p> <p>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>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. 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>Contractor to be aware of the current restrictions due to asbestos being identified within the plantroom. There is a project due to remove the asbestos before AD920 project commences.</p>
Other Potentially Hazardous Circumstances	<p>Where held the Client has provided relevant information regarding the existing structure(s) and materials in the IPCI. Adequate air extraction during flame cutting during dismantling of redundant equipment. 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• Tesseræ• 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>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)



	<ul style="list-style-type: none">• Details of risks and hazardous materials not eliminated through design• Site Investigation Reports• Statutory authority consents and approvals
Asset Tagging	<p>Appoint an asset tagging company to supply, install and carry out the installation, programming and commissioning of asset tags to new items upon completion of works.</p> <p>All main plant & equipment components associated with the works are to be scheduled by the Service Provider within their PEP. The Service Provider is to provide a proposed Asset Tagging Register of all components for review and approval by WCC.</p>

4.0 CONSTRUCTION (DESIGN AND MANAGEMENT) REGULATIONS (CDMR)

4.1 CLIENT REQUIREMENTS

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

Westminster City Council Act as the Clients Representative on behalf of Westminster City Council "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.



4.2 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 Principal 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).

4.3 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.

4.4 PRINCIPAL 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.

4.5 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.

4.6 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 =

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.



5.0 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 – Material Design Requirements – General Works				
Element	Design Requirements	Desired Manufacturers	Guarantee / Warranty Requirement	Pricing Methodology
FRA works	Full site specific proposals to current standards and regulations. Fire Strategy Report & Drawings (if required), Layout Drawings and Details, Specifications and Technical Submittals to be provided and agreed at pre-commencement stage.	As per WCC standard/agreed schedules and specifications	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
M&E PDHU network separation works	Full site specific proposals to current standards and regulations. Design and Layout Drawings with Details, Specifications and Technical Submittals to be provided and agreed at pre-commencement stage.	As per WCC standard/agreed schedules and specifications	Standard manufacturer's warranty	Business case to be provided where schedule of rates cannot be applied.

6.0 MILESTONE PROGRAMME

Milestone	Start Date	End Date	Duration (calendar days)	Action
Handover to Minor Projects Team (MPT)				
Asset Strategy Handover to MPT	16-May-22	16-May-22	1	AS
Project Launch	16-May-22	23-May-22	7	CT
	23-May-22	23-May-22	1	CT
Issue 1-wk notice to Service Provider (SP) ahead of Client Brief issue				
Client Brief Issue Stage				
Issue Client Brief to SP	30-May-22	30-May-22	1	CT
Project Execution Plan (PEP) Stage				
PEP production by SP & Issue to Client including planning submission	30-May-22	13-Jun-22	14	SP
PEP Review & Valuation Engineering (VE) period	13-Jun-22	20-Jun-22	7	CT
Pre-commencement Order & Detailed Design Stage				
Issue 1-wk notice to SP ahead of Pre-C Order issue	20-Jun-22	20-Jun-22	1	CT
Prepare & Issue Pre-commencement Order to SP	20-Jun-22	27-Jun-22	7	CT
SP prepares & Issues Proposals document to Client	27-Jun-22	11-Jul-22	14	SP
Proposals Review & VE period	11-Jul-22	18-Jul-22	7	CT
Prepare & Issue Notice of Estimates (NOE's)	18-Jul-22	25-Jul-22	7	CT
NOE Consultation period	25-Jul-22	7-Sep-22	44	
Leaseholder Surgery	17-Aug-22	7-Sep-22	21	CT
Commencement Order & Mobilisation Stage				
Issue 1-wk notice to SP ahead of Commencement Order	7-Sep-22	7-Sep-22	1	CT
Prepare & Issue Commencement Order to SP	9-Sep-22	14-Sep-22	5	CT



WCC Project Team Handover to SP	14-Sep-22	16-Sep-22	3	CT
Meet the Contractor Letter issued	16-Sep-22	16-Sep-22	1	SP
Contractor Mobilisation period	16-Sep-22	23-Sep-22	7	SP
Start on Site	26-Sep-22	26-Sep-22	-	SP
Contract Period	26-Sep-22	5-Dec-22	70	SP

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, 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)

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 RESIDENT CONSULTATION

Residents of the Lillington Gardens Estate received letters from WCC in December 2021 informing them of the upcoming heating project and subsequently a resident meeting took place on the 28th of January 2022. Please see further information within Appendix 6. WCC and GEM will continue to update residents throughout the development of the project. This will include the formal section 20 consultation for leaseholders. Before work starts onsite GEM 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.

Key resident issues / concerns to note:

In the last few years there has been several failures on the Pimlico district heating network on the Lillington Gardens Estate which has caused flooding and damage to some of the properties on the estate.



Works must be carried out during summertime when the PDHU heating system will be turned off to enable the works and completed by September.

Significant lessee liability for 50-72 Charlwood House which is leased to A2Dominion.

9.0 KEY ESTATE CONSIDERATIONS

No access allowed into some sections of the plantroom pending asbestos removal.

Other project(s) of note:

AB113 Asbestos Removal

The scope of this project is to remove all asbestos within the boiler room, remove the fibrous material to the ceiling, re-instate the ceiling insulation / fire proofing and remove all redundant pipework and plant within the boiler room. The project is anticipated to start in late May / early June 2022.