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# SERVICE PROVIDERS PROPOSAL REVISION: 2

X115 Hallfield Estate Phase 3 refurbishment works:  
Winchester, Worcester and Lynton House

Westminster City Council Lot 2 Major Works Partnership

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## 1.0 Introduction

### 1 Purpose

This Service Provider Proposal (SPP) document has been prepared following the approval of our Project Execution Plan and the issues of a Pre-Commencement Order by Westminster on 8 August 2022.

The purpose of this SPP is to develop the preliminary proposals set out in our PEP document into a detailed working document for the following aspects of the Task:

- Access
- Window and front entrance door replacements
- Installation of communal and emergency lighting to all blocks
- Installation of soffit insulation to undercroft areas and extractor fans to tenanted properties
- External repairs to brickwork and concrete
- Tiling repairs
- Asphalt repairs
- Drainage works
- External decorations

This proposals document is intended to be an overview of the design, specification and methodology for carrying out the works. The document is supported by the attached appendices which contain full details of the proposals.

### 1.2 Background

The Hallfield estate is located in the Bayswater area of west London and comprises 14 blocks consisting of six 10-storey blocks (80 dwellings) and eight 6-storey blocks (22 dwellings). The residential buildings are listed under the Planning (Listed Buildings and Conservation Areas) Act 1990 as amended for its special architectural or historic interest.

Worcester and Lynton Houses are 6 storey blocks of brick and concrete construction, with open deck asphalt walkways and an asphalt covered concrete flat roof. Winchester House is of a similar construction type and build and is 10 storeys high, it is partially clad on all sides with original 1950s ceramic tiles. All three blocks are fitted with original 1950s steel Crittal windows.

Lindsay Drake and Denys Lasdun worked alongside Tecton Architects (original designer) and were responsible for detailed design and execution of the construction of the estate following the dissolution of Tecton Architects in 1948. Hallfield Estate, along with Churchill Gardens in Pimlico, was one of the largest and most ambitious housing schemes built in the capital in the immediate post-war years. The housing blocks were completed in phases with the first contract running from 1949 to 1953, the second from 1953 to 1955.

### 1.3 Legislative Constraints

As noted within the Project Execution Plan, this estate is Grade II listed and as such all works are to be carried out in adherence to the planning consents granted, and in keeping with the existing material finishes in appearance and colour. All works will be subject to benchmarking inspections jointly carried out between Axis Europe and Westminster City Council. Westminster District Surveyors will be contacted prior to works commencing to ensure that compliance with Building regulations is achieved and the correct certification is supplied upon completion of the works.

As the Hallfield Estate is Grade II listed, planning approvals and listed building consent are required. The below approvals have already been obtained:

- Mechanical extract fan installation to kitchens and bathrooms, localised external soffit insulation to ground floor level, and installation of bathroom towel-rail/radiator heating units.
- External repairs to all storeys.
- Replacement of existing single glazed steel windows and doors on 14 residential blocks and the estate office with aluminium framed, double glazed windows, in a pattern to match existing window openings on the 10 storey blocks and parts of the living room elevations on the six storey blocks and the estate office. Installation of new painted timber street doors and double-glazed fan lights, in a pattern to match existing, in the existing door openings and existing window openings on part of the living room elevations of the six-storey block and the estate office.
- Variation of Conditions 1, 3 and 6 of listed building consent dated 12th March 2012 (RN: 11/07609/COLBC) for replacement of existing single glazed steel windows and doors on 14 residential blocks and the estate office with aluminium framed, double glazed windows, in a pattern to match the existing in the existing window openings on the 10 storey blocks and parts of the living room elevations on the six storey blocks and the estate office. Installation of new painted timber street doors and double glazed fanlights, in a pattern to match the existing, in the existing door openings and installation of new steel framed double glazed windows, in a pattern to match the existing, in the existing window openings on parts of the living room elevations of the six storey blocks and the estate office. Namely, to amend the window detailing and to allow the fanlights to open outwards.
- Variation of Conditions 1, 4 and 7 of planning permission dated 20 March 2012 (RN:11/07608/COFUL) for replacement of existing single glazed steel windows and doors on 14 residential blocks and the estate office with aluminium framed, double glazed windows in a pattern to match the existing in the existing window openings on the 10 storey blocks and parts of the living room elevations on the six storey blocks and the estate office. Installation of new painted timber street doors and double glazed fanlights in a pattern to match the existing, in the existing door openings and installation of new steel framed double glazed windows, in a pattern to match the existing, in the existing window openings on parts of the living room elevations of the six storey blocks and the estate office. Namely, to amend the window detailing and to allow the fanlights to open outwards.



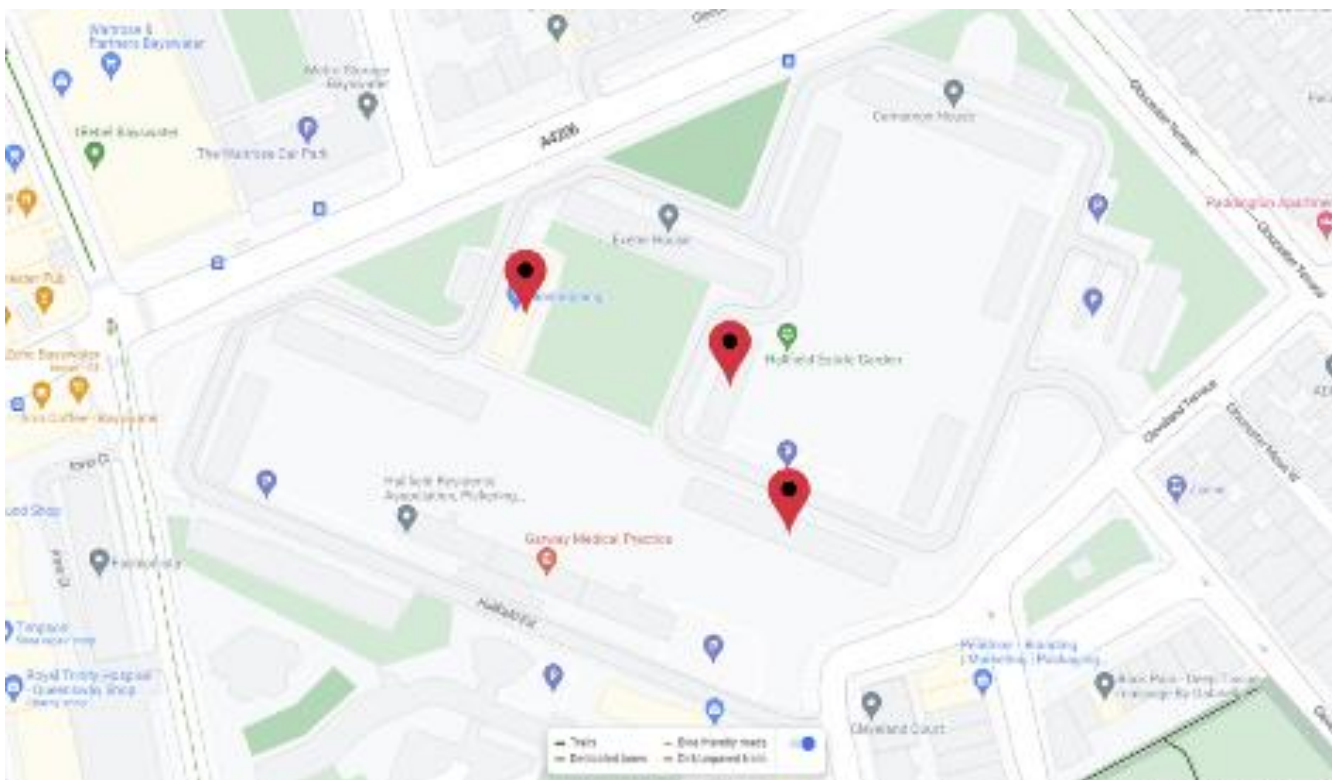
- Replacement of the communal lighting with new surface mounted conduit and new lighting fittings to the soffit walkways and staircases to 11 blocks.
- Replacement of tiles to areas surrounding windows at Winchester House.

### 1.4 Properties

The residents are a mix between Westminster City Council tenants and leaseholders.

| Block Name       | No of Units |
|------------------|-------------|
| Winchester House | 80          |
| Worcester House  | 22          |
| Lynton House     | 22          |
| <b>TOTAL</b>     | <b>124</b>  |

### 1.5 Hallfield Estate – Street Location Plan



### 1.6 Key Resident Issues

Some elements of these works will be intrusive to residents and require the specialist contractors to work in tandem with Axis to ensure minimal disruption. This will be achieved by running the programme of works parallel to reduce the amount of times we are required to enter a property.

We will communicate extensively with Westminster City Council and residents to fully understand all expectations and requirements in advance, and ensure we deliver against these. Frequent and detailed updates will be provided to Westminster City Council, residents in a variety of formats as detailed in appendix 5 Resident communication plan.

## 2.0 Scope of Works

### 2.1 Hallfield Estate Phase 3

Works to be undertaken to the 3 residential blocks on Hallfield Estate are detailed in the table below.

| Element          | Scope of work required   | Comments  |
|------------------|--|---|
| Access           | Scaffolding/800kg passenger and goods hoist for installation of replacement windows, electrical works, repairs and decorating. | Full height scaffold to each elevation will be required to provide access to every area requiring external repairs and other works. A combined goods and passenger hoist will also be used as the contractors will be prohibited from using the residents lift.   |
| Electrical Works | Communal and emergency lighting  | The works will be carried out using podium steps to gain access to the high-level soffit areas and be in conjunction with edge protection. These were approved in phase 1 works and have been purchased by Axis already. These works are being carried out to update the communal lighting and emergency lighting to BS5266 and in line with planning approvals.<br>Early consultation with supply chain essential to drive efficiency.   |
|                  | Replacement extractor fans to tenanted properties  | The core holes will be set out and drilled by the builder using podiums to gain access to the high level areas, and prior to installation of the fans by the electrician, after which the builder will carry out the making good of any remaining areas of concern. The requirement for the installation of extractor fans is due to the need to improve the on-going condensation problems within this block, as highlighted in Sustainable by Design outline specification  |
|                  | Lateral Mains  | The lateral mains for each block have been surveyed during the production of the SPP. Please refer to appendix 3 for copies of the surveys. The lateral mains are nearing the end of their life expectancy since the last time they were renewed in the year 2000, however, from the visual surveys undertaken they were seen to be in relatively good condition. The works to renew the mains have been omitted at this point in time. It should be noted however that the mains will need to be re-surveyed once the major works commence on site, as deterioration may occur from the time of the survey to the commencement of the works. This risk has been identified within the risk register at appendix 7. |

|                   |   |  |
|-------------------|---|--|
| Cabling           | Removal of redundant electrical and telecommunication cables and clipping and tidying of live cables. | Our electrical contractor will test all existing cables which run along walkway soffits.<br>Telecommunication cables will be tested by a BT or equally qualified engineer. All redundant cables will be removed, and any live cables will be tidied and enclosed in trunking or clipped as appropriate for each location.  |
| Mechanical Works  | Radiator with towel rail  | The requirement for the installation of radiators is due to the need to improve the on-going condensation problems within this block, as highlighted in Sustainable by Design outline specification.<br>Early surveys to determine pipework routes.  |
|                   | Plume kits and boiler flues   | <p>Where plume kits have been installed previously and the position of them causes an obstruction to the installation of new lighting circuits they will be removed. This may then require a window opener to become a fixed unit to meet with building regulations.</p> <p>The location of boiler flues will be taken into consideration when installing extractor fans also.</p> <p>These elements of work will be reviewed on an property specific basis during the internal surveys and will be discussed with residents.</p> <p>No boiler flue adaptations are to be carried out under this scheme of works.</p>  |
| Fire Safety Works | Passive Fire protection works   | <p>A Fire Risk Assessment (FRA) survey will be undertaken of the external and communal areas of each block. The communal areas will include access into locked service riser cupboards and the like. From this, a schedule of non-compliance issues, such as breaches of fire compartmentation walls, will be submitted for approval and priced using tendered schedule of rates. One agreed and instructed by WCC, works will be undertaken by the appointed specialist.</p> <p>All passive fire protection works will 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. The term Third Party shall mean a Certification body accredited by the United Kingdom Accreditation Service (UKAS).</p> |



|                 |   |   |
|-----------------|---|---|
|                 |   | All fire safety materials 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  |
| Doors           | Communal doors                                  | The doors were surveyed to establish a design that meets all current standards and regulations in relation to security and fire safety and is as similar to the original drawings issued with the Client Brief, which are no longer fit for purpose.<br>A design has been approved and the contractor will be instructed to manufacture and install the doors once a commencement order has been received.<br>Ironmongery and colours to be as per original drawings.   |
|                 | Front entrance doors (FED)                      | We have worked with our approved FED manufacturer in regard to supplying doors for this project and have jointly agreed the below process to ensure smooth installation:<br><ol style="list-style-type: none"> <li>1. Scope of works around FED (all trades)</li> <li>2. Standards and quality. <ul style="list-style-type: none"> <li>• Guarantee to be in place</li> <li>• Adequate quality inspections to be agreed</li> </ul> </li> <li>3. Time taken (per unit and entire programme)</li> <li>4. Early consultation with supply chain (essential).</li> </ol> This process will be engrained in our project specific quality management plan.<br>The requirement for new replacement FED's is due to the need to improve thermal performance and the security of properties as highlighted in Sustainable by Design outline specification<br>Leaseholders will be given the opportunity to opt in.<br><b>Note:</b> Any doors situated next to a designated fire escape stairwell will need to fire rated. Some of these doors will be subject to leaseholder opt-in, as such, a provisional sum has been allowed for potential uplift to cover this. |
| Undercroft Area | Soffit insulation                               | Installation of soffit insulation to Winchester House, Winchester House and Lynton House, in the areas of the undercroft, which adheres to BBA Agrément Certificate 05/4206 product sheet 1.<br>The contractor will mechanically fix insulation to the underside of the under-croft soffit slab and install a render finish to maintain consistency throughout.<br>The requirement for external soffit insulation is to improve the thermal performance of the building and to improve the on-going condensation problems within this block, as highlighted in Sustainable by Design outline specification  |
| Decoration      | Decorations to all previously painted surfaces. | Re-decoration works will be carried out to all previously painted surfaces to the block. This will include walkway soffits, stairwells  |

|                   |  |   |
|-------------------|--|---|
|                   |  | <p>and other areas including railings, communal doors and frames and the like.</p> <p>Scaffolding will be required to carry out the re-decoration works to the external facades.</p> <p>Decoration works to non-scaffolded areas will be carried out using podiums to gain access to the high-level soffit areas, or for works of a short duration a stepladder with protection. This will take place in a safe zone due to the erection of a scaffolding screen above existing handrail height, previously installed before the works commence.</p>  |
|                   | Tile Replacement and Repairs   | <p>This element of work will be carried out from the full height scaffold being erected to each block, or from podiums as appropriate at ground level.</p> <p>During the pre-commencement works a sample tile will be removed from Winchester House so that attempts to match a suitable tile for remedial and repair works can be carried out. The remedial tile works will be carried out in conjunction with the reports provided regarding previous repair works to other blocks on the Estate.</p> <p>Tiles will be removed using hand tools to minimise the risk of damage to the tiles surrounding those identified for replacement.</p> |
| Brickwork repairs | Brickwork and pointing repairs as required, including any structural brickwork repairs as appropriate. | <p>This element of work will be carried out from the full height scaffold being erected to each block, or from podiums as appropriate at ground level and to communal walkways.</p> <p>Prior to commencement of works, a joint survey will be carried out with the client representative to agree work quantities, following which, a benchmark repair will be carried out to agree acceptable standards of work.</p> <p>Reference to approved samples of works to Phase Two properties will be made.</p>   |
| Concrete repairs  | Concrete repairs as required   | <p>This element of work will be carried out from the full height scaffold being erected to each block, or from podiums as appropriate at ground level.</p> <p>Prior to commencement of works, a joint survey will be carried out with the client representative to agree work quantities, following which a benchmark repair will be carried out to agree acceptable standards of work.</p> <p>Reference to approved samples of works to Phase Two properties will be made.</p>   |
| Asphalt repairs   | Asphalt repairs and renewal as required  | <p><b>Provisional item:</b> Please note, there are upcoming changes to the Fire Safety Approved Document B which will become enforceable in October 2023.</p> <p>This will place additional compliance measures for any new works carried out to balcony / walkway coverings.</p>   |

|               |   |   |
|---------------|---|---|
|               |   | <p>Provisional costs have been included within the cost-plan at appendix 11 for standard asphalt repairs based on the specification within appendix 3. This will be subject to change once a suitable product is agreed with WCC Building Control.</p> <p>Once a suitable product is agreed for the works, asphalt walkways will be surveyed to establish the need for any patch repairs to the walkways, any skirting repairs or fillet and collars.</p> <p>Once repairs have been identified and measured an approved contractor will be instructed to carry out these works.</p>   |
| DOFF Cleaning | DOFF clean of all areas in external brickwork | <p>DOFF cleaning is to be undertaken following window installation and other external works, including external decoration. We will temporarily protect/close off open windows and doors, airbricks, protrusions and any external fixtures and fittings during the cleaning process to prevent water entering the building. The minimum average temperature for completing these works should be +5°C.</p> <p>Early consultation to achieve agreed samples of work to be established.</p>   |
| Windows       | Replacement of all windows                    | <p>We have worked with our approved window contractor in regard to installing windows for this project and have jointly agreed the below process to ensure smooth installation:</p> <ol style="list-style-type: none"> <li>1. Scope of works to all rooms having replacements</li> <li>2. Standards and quality <ul style="list-style-type: none"> <li>• Windows tested</li> <li>• Guarantee to be in place</li> <li>• Adequate quality inspections to be agreed</li> <li>• Design to be approved</li> </ul> </li> <li>3. Time taken (per unit and entire programme).</li> <li>4. Early consultation with supply chain (essential).</li> </ol> <p>This process will be engrained in our project specific quality management plan.</p> <p>The requirement for new replacement windows is due to the need to improve the thermal performance as well as on-going condensation problems within this block, as highlighted in Sustainable by Design outline specification.</p> <p>The construction of these blocks is cavity wall. Therefore, when the windows are installed the cavity will be closed for fire safety purposes to meet current building regulations. Rockwall will be used due to the irregular sizes of the cavities in relation to each window. The rockwall will be tightly compacted to a depth of approx. 50mm into the cavity.</p> |

|  |  |  |
|--|--|--|
|  | <p>Installation of window head drip detail to tiled elevations at Winchester House</p>   | <p>It was discovered during Phase Two that the tiles around the windows within the tiled elevations are susceptible to water ingress. The window renewal works will disturb the water already trapped within the building and potentially lead to water entering within the flats. Due to this, the windows at Winchester House will need to be installed with a head drip tray detail. The drip tray has been designed to act as a barrier preventing water which is tracking down behind the tiles from entering the flats, allowing it instead to exit the building at the heads of the windows.</p>  |
| <p>Builders work in connection</p>       | <p>Include for all builders works required in connection with the fabric of the building to facilitate all other works as described above.</p> | <p>Key area of project.<br/>           Programming of works key to minimise time spent in flat.<br/>           Works to include:</p> <ul style="list-style-type: none"> <li>• Plumbing adaptation over internal existing front entrance door.</li> <li>• Making good around windows and doors after new installations</li> <li>• Matching of existing tiles to Kitchen and bathrooms</li> <li>• Decorations to areas affected by the new installation – paint colours to be matched to existing</li> </ul> <p>Brick / mortar colour samples to be agreed.</p>  |
| <p>Asset Tagging</p>                     | <p>Asset tagging to new items</p>  | <p>Asset tagging will be carried out by WCC's M&amp;E maintenance contractor. Axis have made no allowance for these works with the cost-plan</p>   |
| <p>Asbestos survey</p>                   |  | <p>External communal areas – Surveys will be carried out where works are to be carried out to ensure that no Asbestos Containing Materials (ACMs) are present. Where ACMs requiring removal are present a provisional allowance has been made within the cost plan for these works.<br/>           In property surveys – Surveys will be carried out inside each property where works are to be carried out to ensure that no Asbestos Containing Materials (ACMs) are present. Where ACMs requiring removal are present a provisional allowance has been made within the cost plan for these works.</p> |
| <p>Lead Survey</p>                       |  | <p>An allowance has been made for lead surveys to be carried out to the metal works prior to works commencing</p>  |
| <p>Metal works repairs</p>               |  | <p>Repairs will be carried out to metal work including staircase handrails and balcony balustrades prior to re-decoration. Many of these areas will require a survey to be carried out once some preparation works such as rubbing down has been carried out, so that all repairs can be identified.</p>   |
| <p>H&amp;S File &amp; O&amp;M Manual</p> |  | <p>Operating and Maintenance manuals shall be issued containing all relevant data for all services within this project.</p>  |

## 3.0 Method Statement

### 3.1 Site Set Up

There are limited storage facilities available therefore; a 'just-in-time' delivery policy will be adopted to optimise the storage space available at any time to the best effect and with minimum impact upon residents and any other third parties.

All orders issued to the Axis supply chain will include details of the delivery/collection address and contact details of the Axis Manager responsible for coordinating delivery/collection arrangements to ensure deliveries/collections can be managed with minimum impact upon residents and any other third parties. All materials will be stored in defined, secure locations and in accordance with manufacturers/suppliers' recommendations.

Please refer to Appendix 1, Site Plan and Appendix 6, the Construction Phase Plan for details of storage locations identified for this Task. Contractors will be required to collect materials from these storage areas on the day of works and return any surplus back to these stores at the end of the working day.

During our pre-contract meetings with contractors and suppliers, we will establish delivery schedules for the larger items which have manufacture or supply lead in times attached to them. Once this schedule is established and when start date appointments are made by the RLO team, a property delivery schedule will be established.

Storage facilities will be required for, but not limited to the following:

- Front entrance doors
- Paint
- Flammable liquids – These will be securely stored separately
- Tiles
- Plaster
- Wood
- Lights, cabling and conduit

The delivery route would pass the estate primary school therefore, contractors and delivery companies at the time of ordering would be advised of this and requested to bear in mind pick up and collection times when scheduling deliveries to the site compound area.

### 3.2 Material Delivery and Storage

The main site compound located at the rear of Winchester House as noted above has one 6 meter long storage container. A further 2 no. storage container will also be implemented in close proximity to Lynton House as works proceed and demand for storage space increases.

All orders issued to Axis' supply chain will include details of the delivery/collection address and contact details of the Axis Manager responsible for coordinating delivery/collection arrangements to ensure deliveries/collections can be monitored and managed.

### 3.3 Waste Management

Waste for this project will be managed and controlled by the operational team and contractors. Waste will be regularly removed, at least at the end of the working day, from the working area and transported to the skip located at the site compound. There is insufficient space on site available to sort waste into segregated waste collection containers on site and as such all waste, other than controlled waste (such as asbestos) will be deposited into general waste skips. The contents of the skips will then be removed by the skip contractors who will take it to their materials recycling facilities in London or Essex for sorting. All recyclable materials will then be removed, and any residual waste will be disposed of in accordance with the correct legislation and regulations.

All waste removed from site will be done so under the relevant legislation, by an authorised waste carrier, who will provide waste transfer notes to the Site Manager. These notes will be kept in the site file until the end of the project. After this they will be stored electronically for 2 years as per the legislative requirements.

Waste collection skips for office and compound waste will be located as closely as possible to our office and welfare compound set-up. These skips will also be used for depositing other general waste from the works where appropriate and will have a lockable cover to prevent any unwanted items being thrown into them by unauthorised persons or antisocial behaviour.

Attached at Appendix 2 is a copy of the Axis Waste Management Plan for these works.

### 3.4 Methodology of the works

Traditional methods of construction will be used for all works. Some methods adopted may create a disturbance to the residents and these will be explained to all affected parties by our RLO in advance of the works taking place, including appropriate advice to mitigate the impact of any disturbance.

Battery powered tools will be used wherever possible.

The works have been sequenced in a logical manner and planned in order to optimise efficiencies and outputs. It is anticipated that works will start at Winchester House, moving to Worcester House and then finishing at Lynton House.



Works have been sequenced in this order to ensure continuity of works. As mentioned above detailed commentary on the programme can be found at section 9 of this document.

The works can be identified in a number of stages, as explained below. Although the below works are set out in stages some of them will be carried out at the same time. For specific information regarding the detailed programme of works please refer to section 9.

### **Pre-commencement works**

Pre-commencement investigations and preparations for each block will include:

- CCTV Surveys
  - To all balcony drainage runs to inspect for any blockages and required repairs
- Electrical cable surveys
  - All cables within communal areas are to be tested/surveyed so as to facilitate the removal of redundant cabling.
- Benchmark/Sample Tile replacements
  - Low level sample replacements to be carried out to Winchester House for matching, approval and quality.
- Pre-commencement survey of the property:
  - Axis RLO to arrange for a pre-commencement survey to be undertaken in each property of each block circa 4 weeks in advance of the anticipated date for works to any property/block.
    - This will establish any property, resident or neighbourly issues that the Axis team may need to be aware of that need to be addressed prior to commencement of works
    - To establish all internal work requirements within the property – to be identified within the property-specific Internal Survey
    - To explain the works in detail, including handover of a works information pack to the resident
    - Measurements for manufacture of replacement window and doors to be taken
    - Routes of internal pipework recorded for works to locate fans.
    - To carry out an asbestos survey to work areas within resident's properties
- External Works
  - To carry out lead surveys to metal works
  - To carry out communal area asbestos surveys

### **Scaffold Erection**

Scaffold will be erected to each block commencing at one end and working along the block in a logical sequence. Scaffold erection is likely to take circa 6 working weeks for Winchester House and circa 4 working weeks for Worcester House and Lynton House. Scaffold will wrap the external envelope full – Scaffold will be designed to ensure access/egress routes for pedestrians and vehicles are not obstructed. Residents

balconies will need to be cleared of any stored items and residents will be discouraged from using their balconies at Lynton and Worcester House whilst the works are on-going.

Costs have been provided on a 'per elevation' basis so that if works overrun on a particular section of the building if we are able to strike the scaffolding to all other areas to minimise any additional costs that may occur.

An intruder alarm will be fitted to each scaffold – the power supply for these alarms will come from Amtrex. In addition, secure fencing will be erected on the scaffold adjacent to the communal walkways to prevent unauthorised access to the scaffold. Should the alarm be activated, an emergency contact is provided via a signboard attached to the scaffolding, to contact and attend.

Protection fans will be erected over and adjacent to walkway (any others) areas. All scaffolds will be fitted with debris netting as appropriate.

An electrically powered 800kg passenger hoist will be erected alongside the scaffold at pre-agreed locations to facilitate vertical distribution of waste, materials, tools and equipment.

Following scaffold erection, the Axis team will then need to carry out an external survey in conjunction with the Westminster Client Representative and Quality Manager. External surveys will be required to identify all external essential repairs and maintenance works necessary – to be identified on the sub-block specific external survey. This survey will be undertaken from the external scaffold.

### **External Envelope Repairs**

The anticipated programme for these works is likely to be circa 15 weeks per block for Lynton House and Worcester House and circa 25 weeks for Winchester House, as it is the largest block of the three included in phase 3 and we are carrying out the tile repair and window head drip detail works for this block only.

This forecasted programme is dependent upon several factors including weather conditions, the extent of works found to be eventually necessary following detailed surveys, neighbouring conditions etc. Access to all external envelope repair works will be from the scaffold with exception of those works to be carried out to the block elevations with communal walkways.

External envelope repair work will be undertaken, as follows:

- Survey to be carried out once scaffold access is available jointly with WCC to schedule out expected repair locations. At this stage hammer tests will be carried out to concrete and render areas to test soundness. It is likely this will uncover areas required for repair that are not currently visible.
- Brickwork repairs
  - Removal of defective brickwork pointing
  - Removal of defective brickwork

- Repair brickwork where required using traditional construction methods including refacing and colour match techniques
- Concrete repairs
  - Remove/ cut out defective concrete to a level which will allow all defective material to be removed and for
  - Repair concrete where required in accordance with Weber specification
- Tile replacement works
  - Adhesion tests carried out to tiled areas
  - Removal of loose and damaged tiles (to be carried out by hand where possible)
  - Preparation of substrate to receive new tiles
  - New tiles to be installed

These stages of the works will involve use of mechanical equipment which can be noisy; With several the works processes creating dust, particularly when the cutting of masonry components.

Throughout the external envelope repairs work, Axis Site Management will follow the Project Quality management Plan requirements. All works will be carried out to the benchmark samples as agreed with WCC.

Once we have concluded all necessary quality assurance checks for the works it will be offered to the Westminster Quality Manager. At the same time the property will be offered to the Westminster Client Representative to validate the quantities of works undertaken against the initial external survey document produced. (please note at any stage the Westminster Quality Manager will be welcomed on site to inspect to ensure these procedures are being adopted).

Once the Westminster Quality Manager agrees that the quality of works has been achieved to an appropriate standard, the Westminster Quality Manager will issue confirmation to Axis via email. This email confirmation may include a snagging list for some minor items requiring attention that the Westminster Quality Manager has issued to Axis, we will ensure any such snagging items are attended to prior to scaffold dismantle.

### **External Decorations**

Decorations will be carried out to walkway and staircase soffits as per the Weber specification in Appendix 3. Staircase and Walkway walls will be painted with TOR and all other areas will be decorated with Crown products as per the specifications at Appendix 3. This specification details the pre-decoration preparation required and application methods for the all systems to be applied.

Decoration to masonry, timber and metal works will be as per the crown specification included in Appendix 3. WCC Quality Manager will be invited to inspect all pre-decoration repairs prior to decorations being completed. All colours and finishes will be as per the benchmark samples agreed with WCC.

The anticipated programme for these works is likely to be circa 4 weeks for the two smaller blocks, Worcester House and Lynton House and circa 6 weeks for Winchester House, but it is subject to appropriate weather conditions. These works are only appropriate to communal areas, balcony metal railings and communal woodwork.

Decoration of external personal store doors will necessitate that these components remain sufficiently open to ensure paint drying time requirements can be achieved.

Once the Westminster Quality Manager agrees that the quality of works has been achieved to an appropriate standard the Westminster Quality Manager will issue confirmation to Axis via email. This email confirmation may include a snagging list for some minor items requiring attention that the Westminster Quality Manager has issued to Axis, we will ensure any such snagging items are attended to.

### **Metal Works**

Pre-decoration repairs will be carried out to staircases and railings. A survey of accessible areas has been carried out. Once scaffolding has been erected, the external areas will be surveyed to determine additional works required. Pre-decoration preparation may also highlight further repairs, an allowance has been made in the risk register for these works.

### **Soffit Insulation**

The anticipated programme for these works is likely to be circa two weeks per block. The proposed system comprises of the installation of the mineral wall insulation fixed directly to the concrete soffit, followed by the render system comprising of a primer, basecoat, mesh and topcoat. The render finish will then be decorated with masonry paint as per the decoration's specification.

### **Communal Lighting**

The anticipated programme for these works is likely to be circa three weeks per block for the two smaller blocks and four weeks for Winchester House

The communal lighting scheme for this project has been calculated by Fitzgerald with a specification written by Solace Electrical. The agreed locations of the fittings and the run for the new circuit have been agreed and are documented within the drawing's appendix of this document (Appendix 4). These have been issued to WCC Planning for consents to be given.

This installation will consist of the following works:

- Installation of temporary lights
- Removal of existing lights, cabling and associated containment
- Installation of new powder coated containment
- Installation of wiring circuits
- Installation of new light fittings

- Testing and commissioning of the lights.

Whilst the lighting works are being carried out temporary lighting will be installed to ensure that the blocks are adequately lit at all times.

### **Concrete Repairs**

The anticipated programme for these works is likely to be circa Eight weeks for each block within phase 3.

Visual inspection surveys have been carried out and a specification has been developed by Weber as attached in appendix 3.

The visual inspections have highlighted a number of patch and crack repairs, some of which require reinforcement corrosion to be addressed. Repair works will be carried out as per the Weber specification by an approved contractor. Prior to any works commencing, a pre-repair survey will be carried out with a WCC Quality Manager. This will allow hammer tests to be carried out confirming the locations and depths of the repairs proposed by Axis.

The basic steps common to all forms of reinstatement repairs is as follows –

- Break out
- Clean any exposed reinforcement and substrate
- Application of protective coating to any exposed reinforcement where applicable
- Application of bonding aid
- Reinstatement
- Curing

Consideration has been taken during material selection to the age and listed status of these buildings. Efforts will be made to match existing finishes and consideration of this has been made when selecting materials. Adhesion tests to be carried out to ensure that the materials selected are compatible with the existing construction. A benchmark sample repair will be carried out so that a WCC Quality Manager can inspect and agree the repair finish and quality before all other works are started.

### **Brickwork Repairs**

The anticipated programme for these works is likely to be circa two weeks for the two smaller blocks and three weeks for Winchester House. The brickwork repairs will include the following works:

- Helibars
- Facing
- Tinting
- Pointing including fillets underneath newly installed windows

A visual survey has been carried out to identify as many of the repairs as is possible without the use of access equipment. These surveys have not identified any areas of significant concern to the structure of the building. There are repairs, re-facings and some crack repairs which will need to have helibar repairs. From carrying out phase two works, we are also aware that during the window replacement works that refacing works are required around the windows with fillets underneath the windows and stand-alone pointing repairs have also been identified.

Consideration has been taken during material selection to the age and listed status of these buildings. Efforts will be made to match existing finishes and consideration of this has been made when selecting materials. A benchmark sample repair will be carried out so that a WCC Quality Manager can inspect and agree the repair finish and quality before all other works are started.

### **Asphalt Repairs**

The anticipated programme for these works is likely to be circa 1 week per block.

Visual inspection surveys have been carried out to the balcony walkways of each block. The surveys established that major replacement works are not required to any of the three blocks. Asphalt repairs comprising of patches, fillets, and skirting of varying sizes have been identified. The works appear to be of a minor nature and will not require extensive works.

Prior to works commencing, pre-works photos will be taken along with a pre-works survey being carried out with a WCC Quality Manger to ensure that all works necessary have been identified to provide an accurate repair schedule being compiled in terms of areas and extent of repairs.

### **Tile Replacements**

#### **Preparation of tile**

The frost resist treatment is applied to the back of the tile and any unglazed area and not the face of the tile. This frost resist solution penetrates to around 2mm depth before it starts to cure. The tiles are then dried to around 100°C which produces a water proof layer. This later is there to prevent any possible water absorption in the future if grout or adhesive comes away exposing any unglazed area of the tile.

The manufacturer has advised that if the tiles are fixed correctly, no problems will be encountered.

#### **Installation of tile**

It is proposed to use ARDEX AM100 render to create a suitable background to install tiles in line with British Standards BS5385. The ARDEX AM100 is a specially formulated pre-blended cement/sand render, requiring only the addition of water to produce a slump free mortar for external applications as it is water and weather resistant.




To carry out the works, we will use the following steps:

- Remove existing wall tiles, old adhesive, render and the like back to the concrete background. This will be carried out by hand where possible to minimise the risk of damage to tiles not being replaced.
- Mechanical fix and apply suitable stainless steel lath such as is produced by Expamet or similar to the background in accordance with manufacturers recommendations
- Firmly compact the ARDEX AM100 render into the installed stainless steel lath. ARDEX AM100 can be applied in thicknesses up to 20mm in one application
- When the ARDEX AM100 has hardened, the new tiles must be solid bed fixed using the back buttering technique to an even straight ribbed adhesive bed of appropriate thickness (between 3mm to 6mm) using ARDEX MICROTEC X77 Fibre reinforced flexible wall and floor class C2 S1 tile adhesive.
- Wider joints in the tiling should be considered in comparison to the original tiling without joints as well as suitable movement/expansion joints applied in accordance with BS 5385-2:2006, generally these joints are spaced horizontally at each storey height and approximately between 3m to 4.5m vertically
- Rake out the open joints and grout the fixed tiles using ARDEX FLEX FL

#### Front Elevation – Balustrade and Floor Planter tiles

Whilst carrying out the tile replacements on Caernarvon House, Restore London carried out a patch repair on the coping tile details on Winchester House (photo below). Due to the size of these tiles, we would recommend carrying out the repairs throughout the floors as there are only minor chips present on each of the tiles.

|   |   |
|---|---|
|  | <p>During phase 2 we cleaned and repaired a sample tile and we have included a cost to carry out these repairs throughout the block.</p> <p>Please note, colour matching will take place and be agreed with Westminster City Council prior to any further works being carried out. This will be included and managed via the quality management plan.</p> |
|---|---|

## **Tile Repair**

Resin repairs to chipped edges on balcony capping stones:

1. Thoroughly clean surface
2. Infill chips using polyester resin matching colour as best possible.
3. Allow to cure approx. 30 min
4. Lightly grind/polish resin repair to blend with stone

Please see attached 'Mastic – resin repair' specification in Appendix 3.

## **DOFF Cleaning**

DOFF cleaning is to be undertaken to tiled and brickwork only, following window installation and other external works, including external decoration. We will temporarily protect/close off open windows and doors, airbricks, protrusions and any external fixtures and fittings during the cleaning process to prevent water entering the building.

## **In flat works**

- Removal of internal reveals where necessary to facilitate window installation – Plaster removal and re-instatement.
- Builders work for fan installation – drilling of core holes
- Window replacement works
- Plumbing works to relocate pipework where necessary to facilitate front entrance door installation
- Front door installation
- Making good to reveals and associated areas after window and door installation is complete. All disturbed areas will be re-instated on a like for like basis, however, should we be unable to match the existing tiles, three alternatives will be offered.
- Extractor fan installation to Bathroom and Kitchen
- Installation of timber boxing to cover extractor fan ductwork
- Decorations to boxing and areas made good after window and door installation
- Replacement tiling works to areas affected within kitchen and bathroom after window installation works
- Builders clean of property
- Axis quality control inspection
- Westminster City Council quality inspection

## **Commissioning**

The contractor shall fully inspect and test the completed installations that formed the installation works for lighting and emergency lighting system. Minor works certification will also be supplied upon completion for any extractor fans installed

All testing, commissioning, certification, health and safety information and operation and maintenance manuals will be provided upon completion of the works.

## 4.0 Design proposals

### 4.1 Specifications

Full written details of our design and specification proposals are set out in section 5.0 and attached to this proposal at Appendix 3. The Task consists of replacement of service riser cupboard doors with complaint fire rated doorsets. All specifications and proposals have been prepared in-house or with the assistance of our supply chain partners.

| Element                                  | Design requirements   | Manufacturer   | Warranty / Guarantee  | 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  | Weber - concrete soffits<br>TOR - stairwell walls<br>Crown - all other areas external areas not required for fire protection | Manufacturer's warranty   | Business Case       |
| Windows and Balcony Doors (Aluminium)    | Detailed drawings and windows schedules and site specific specification will be provided and made available to the Contractor.  | Smart 'Alitherm 47 Heritage'   | Frame – 25 Years<br><br>Glazing (DG) – 10 Years<br><br>FENSA Certificates | Business Case       |
| 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 where required. Door schedule to be provided and included within FRA plan. Contractor | Heron Joinery  | 20 Years (10 years for ironmongery)                                       | Business Case       |

|  |   |  |                                |                      |
|--|---|--|--------------------------------|----------------------|
|  | <p>must note planning restrictions where installing doors in conservation areas or to listed buildings.</p>   |  |                                |                      |
| <p>Refuse hoppers and discharge/cut off plates</p> | <p>Independently fire tested and certified refuse hoppers, grey hammer powder coated finish, bottom hinged, vandal proof security fixings, self-sealing, self-closing and smoke-sealed to BS476 section 31.1 and BS5588 with a 1.5 hour rating to BS476 part 22, section 6.</p> <p>2 hour fire tested and independently fire tested and certified automatic fire shutter doors/cut off plate to BS476: Part 22: Section 6: 1987, set with high tensile loading spring and 70 degree fire tested fusible link.</p> | <p>Hardall International Ltd</p>         | <p>Manufacturer's warranty</p> | <p>Business Case</p> |
| <p>Brickwork Repairs</p>                           | <p>Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.</p>   | <p>Cementone Brick Dye &amp; Helifix</p> | <p>N/A</p>                     | <p>Business Case</p> |
| <p>Concrete Repairs</p>                            | <p>Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.</p>   | <p>Weber</p>                             | <p>Weber 5 year warranty</p>   | <p>Business Case</p> |
| <p>Tiling (external areas to Winchester House)</p> | <p>Renew isolated areas of damaged tiles to flank elevations and wrap-around sections as required to Winchester House. Tiles to match existing in so far as</p>   | <p>H.E Smith</p>                         | <p>N/A</p>                     | <p>Business Case</p> |

|  |  |   |   |               |
|--|--|---|---|---------------|
|  | <p>possible, to be installed in line with manufacturer's instructions, site specific specification to be provided. Samples to be provided for approval by CR prior to commencement of works. Enhanced substrate specification including waterproof membrane if required.</p> |   |   |               |
| <b>Metal repairs</b>                             | <p>Each repair to be identified on elevation plan, backed up by itemised spreadsheet – all repairs to be signed off by Client representative.</p>  | N/A   | N/A                                     | Business Case |
| <b>Soffit Insulation</b>                         | <p>Detailed drawings and site specific specification to be produced and approved by WCC Planning.</p>  | SPS Envirowall  | Manufacturer's warranty                 | Business Case |
| <b>Extract Fans</b>                              | <p>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.</p>  | Nuaire<br>As per standard/agreed schedules & Specifications | Minimum 2 Years manufacturer's warranty | Business Case |
| <b>Light Fittings (Emergency &amp; Communal)</b> | <p>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-</p>    | Luxbrite Solutions  | 5-year manufacturer's warranty          | Business Case |

|  |  |  |   |                      |
|--|--|--|---|----------------------|
|  | <p>commencement stage.</p> <p>Minimum of IP65 rating. Key switch provided for testing.</p>   |  |   |                      |
| Electrical Fittings Generally  | <p>Full site specific proposals to current standards and regulations.</p> <p>Layout and wiring/ circuit drawings, schematics, specifications, fittings schedules, technical submittals and calculations to be provided and agreed at pre-commencement stage.</p> | <p>Fittings = TBC with WCC Consumer Boards – Wylex Ltd</p>       | <p>Standard manufacturer's warranty</p> | <p>Business Case</p> |
| Wiring Containment   | <p>Powder coated, steel and complete with security screws</p> <ul style="list-style-type: none"> <li>• Conduit</li> <li>• Trunking</li> <li>• Tray</li> <li>• Basket</li> </ul>  | <p>Flytec systems Ltd<br/>Legrand</p>                            | <p>Standard manufacturer's warranty</p> | <p>Business Case</p> |
| Builders work in connection (BWIC) including decorative works and fabric repairs | <p>Full site specific proposals to current standards and regulations.</p> <p>BWIC Layout detail drawings and specifications to be provided and agreed at pre-commencement stage.</p>   | <p>N/A</p>   | <p>N/A</p>                              | <p>Business Case</p> |
| FRA works  | <p>Full site specific proposals to current standards and regulations.</p> <p>Fire Strategy Report &amp; Drawings (if required), Layout Drawings and Details, Specifications and Technical Submittals to be provided and agreed at pre-commencement stage.</p>    | <p>As per WCC standard/agreed schedules &amp; Specifications</p> | <p>Standard manufacturer's warranty</p> | <p>Business Case</p> |



## 5.0 Specifications and Drawings

### 5.1 Specifications –

All relevant specifications are located in Appendix 3

### 5.1 Drawings - Located at Appendix 4

All relevant drawings are located in Appendix 4

## 6.0 Resident Engagement and Communication

Resident engagement for this project is a key element to ensure that the programmed works are achieved on programme and to resident satisfaction.

Access into the properties at survey stage is critical to ensure that window and front door measurements are accurately taken prior to manufacture. This survey will also allow electrical and other surveys required for works to be scheduled accurately. At this stage tile samples and information regarding the colour matching for remedial decorations will be established.

Communication with tenants and leaseholders during the in flat programme of works is crucial to ensure that all works are completed smoothly and to enable any issues to be resolved quickly. Daily visits and contact will ensure that residents are kept up to date and feel included in the process of works taking place in their home.

Our procedures and correspondence together with plans to minimise the number visits from contractors to each property are intended to mitigate the risk of delays caused by lack of access.

One of the 8 key company values upheld by Axis is 'A community we contribute to will welcome and value us.' The Communication team will also be working within the community as a whole, including engaging with the estate school and the local police to allow us to integrate with them.

They will be offering regular coffee mornings held at the Roundhouse so that residents who are able to attend can catch up with them to discuss the progress of the works programme or anything else within the community. These will allow relationships to be built with residents from the estate as a whole enabling us to engage with them and become a part of them through our 10-year tenure here.

## 6.1 Proposed communications schedule

A full Communication Plan can be found at Appendix 5.

## 7.0 Construction Phase Plan (CPP)

Appendix 6 contains a copy of the CPP for this project.

## 8.0 Risk Register and associated information

### 8.1 Risk register

In addition to the risk register supplied by Westminster City Council, Axis has identified further project specific risks.

The full risk register is attached at appendix 7.

## 9.0 Programme

The full programme can be found attached at Appendix 8. The dates for this programme will be revised once the section 20 notice period has expired and a commencement order is issued by Westminster City Council.

Appropriate allowances have been included for reduced outputs when labour reduces during holiday periods. Similarly, an appropriate allowance has been made for inclement weather, but not exceptionally inclement weather.

The overall works programme is anticipated to be 78 weeks including a 4 week mobilisation period. The programme included at appendix 8 shows a construction programme of 374 working days (75 working weeks), however, as mentioned above, the programme contains allowances for reduced outputs during holiday period and does calculate non-working days within this figure. The 78 week projection is based on total calendar weeks on site.

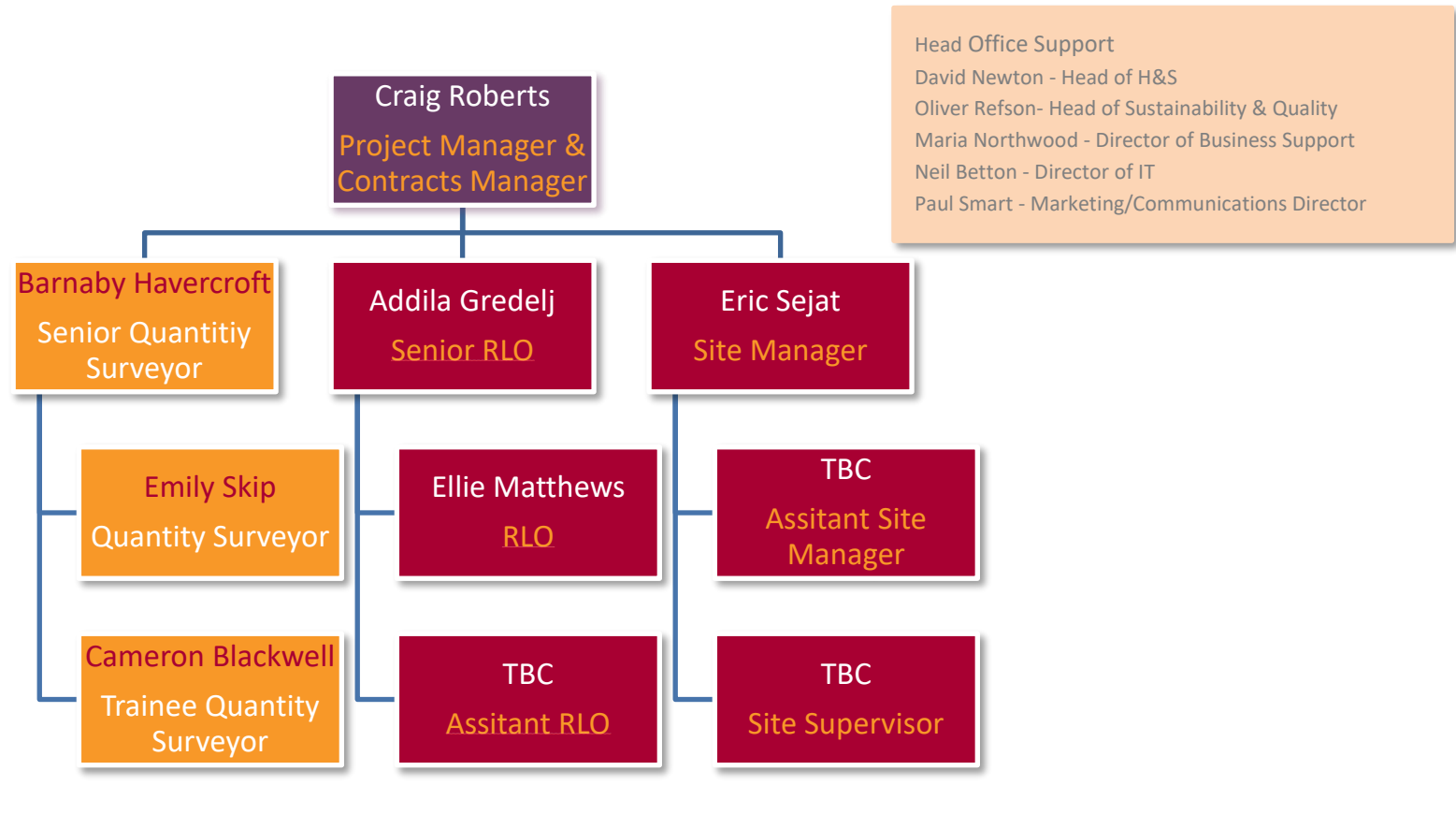
We will arrange access for in-flat works via the three-letter process. All residents will be contacted by letter to arrange convenient appointments for works inside their home. Any properties that fail to respond following the three-letter process will be forwarded to WCC for assistance in gaining access.

The fully detailed programme of works is attached at appendix 8.

## 10.0 Resource Plan

A Site Manager, Assistant Site Manager, Site Supervisor and RLO have been allocated to this project full time from 8am – 5pm. There will be a Project Manager, Contracts Manager and Senior RLO allocated to these works to oversee the onsite team. When not on site, the allocated site team will be fully contactable by phone during the hours of 8am – 5pm. Contact details will be provided prior to works commencing on site.

### 10.1 Management structure



## 10.2 Labour Resources

A full resource plan detailing trade labour resources can be found at Appendix 9.

The resource plan has been calculated in conjunction with the programme of works and specifically details when each trade gang are required. The resource plan only details when different trades are required and not the specific number of workmen required, this is due to the requirement of weekly trade meetings with the contracts manager to go through the following weeks work and agree resources based on each property's requirements. Should there be any programme slippage and acceleration be required this resource plan may be amended by the operational team as and when necessary.

## 11.0 Costs Plan and Cash Forecast

### 11.1 Business Case Proposals

Specialist packages will be procured based on business cases. The basis of a business case is a competitive tender, whereby, invitations to tender are sent to Specialist Contractors with the aim of receiving a minimum of three compliant bids.

#### **Invitation to Tender**

The first stage of preparing a business case is to prepare an individual invitation to tender (ITT) for each Specialist package. The ITT includes the following information:

- Project Particulars of the main works and the Specialist works
- Details of the form of contract being used
- Whether the Specialist has a design responsibility and what levels of design insurance is required
- The pricing basis of the tender – lump sum or re-measurement
- Fixed price period of the tender
- Defects liability period
- A list of tender documents attached to the ITT
- Tendering instructions and General Requirements
- A pricing schedule

Bidders are given a tender period which reflects the complexity of the Specialist Package and whether site visits are required.

During the tender process, bidders are contacted regularly to check on the progress of the bids and to address any pertinent queries that may arise and relevant answers to queries are shared with all bidders. In the event that any bidder elects not to provide a tender, every effort is made to find an alternative bidder to achieve the minimum of three compliant prices.

## **Bidders Selection**

Suitable bidders are selected based on their expertise and experience of similar projects and their available resources to produce a bid and deliver the work in accordance with the programme. Bidders are put forward by the Service Provider for approval by WCC. Bidders proposed by WCC are also invited to tender subject to them being able to deliver the project.

Normally, Bidders will be selected from our established supply chain and will have undergone vetting by our procurement team before they can be added to the tender list. The vetting procedure reviews the following:

- Health and Safety Management
- Managerial Resources
- Quality and Environmental Management Procedures
- Financial Standing
- Elements to be sub-contracted
- Training programmes and competences of employed and sub-contracted operatives
- Levels of insurance held by the Specialist
- Examples of previous work and references from previous clients

## **Tender Appraisal**

The bids are reviewed upon receipt and the following is considered:

- Evidence of any obvious pricing or calculation errors within the submitted tenders
- Compliance with the scope of works, specification and pricing document requirements
- Programme and lead in period required
- Any onerous qualifications or conditions included in the tenders
- Where the tender is for a product such as a door, a comparison of the respective specification being put forward
- Suggestions put forward by the bidders to reduce cost
- Attendances required by the bidder that may increase the cost of the Specialist package

The aim of the tender appraisal is to get to a position of having three comparable prices to carry out the specialist works in accordance with the specification and programme. The criteria for recommending a particular Specialist is normally best value. Given that the bidders have been vetted and are capable of delivering the works, the lowest price is recommended in the business case report. There are occasionally exceptions to this approach; issues such as terms and conditions, qualifications, particular specifications proposed, or other concerns may mean that the lowest price does not offer the best value. In such cases, the reasons for our recommendation will be detailed in the business case report.

## Business Case Report

Following appraisal of the tenders, we prepare a business case report setting out the basis of our recommendation. This sets out our approach to appraising the tenders and provides the following details:

- Description of the Specialist works
- Names of Specialists invited to tender
- A copy of the invitation to tender
- Bids received and their values
- Observations on tender pricing
- Agreement to programme
- Post tender correspondence and clarifications between Axis and the Specialists
- Agreement to the Specialist Term Contract Conditions
- Risks
- Recommendation of the most economically advantageous tender
- Copies of all quotations, forms of tender and correspondence

The business case reports, including the revised bids from 202, can be found in Appendix 10.

### 11.2 Cost Plan

A breakdown of our price is attached in appendix 11.

Access equipment has been calculated on a 25 week hire period for Winchester House and a 15 week hire period for Worcester and Lynton House which is sufficient for the works as programmed. Should there be any delays to the programme then a further hire charge would be applicable.

Replacement of all windows has been priced for within our quotation.

During investigations Axis Europe held discussions with Westminster City Council over the allowance being made for tile replacements at Winchester House. It is noted that due to the listed nature of these buildings it is preferred to retain as much of the original tiling as possible. Whilst Axis Europe will take all reasonable care to prevent associated disturbance/damage to the existing tiling it is likely, that whilst carrying out localised repairs, the disturbance to the existing grout will lead to repairs/replacements to surrounding tiles to be carried out.

On this basis Axis Europe have made allowance for ad hoc tile replacement where they are cracked or damaged.

It was also discovered from Phase 2 that the damaged tiles and failing substrate around the windows was aiding water ingress into residents' flats. We have therefore also allowed for the full replacement of tiles to the head and sides of each window within the tiled elevations.



DOFF cleaning to has been priced to all elevations with an extra over cost for the addition of detergent cleaning to the tiles at Marlow House should it be required.

The cost allows for the contractor to mechanically fix insulation to the underside of the undercroft soffit slab and install a render finish to maintain consistency throughout.

No intrusive surveys to communal areas or in flat surveys have been carried out, other than those noted above in the compilation of the cost plan. Therefore, external works have been scheduled and costed based upon visual surveys only. Where further unforeseen works arise from intrusive surveys these will require scheduling and a change order will be required to cover the works.

Internal builders works carried out in relation to the window, door and extractor fan installation have been priced based upon the archetype of each flat requiring the same type of works. Once Internal surveys have been carried out each property an itemised schedule for each property can be established. Tiles for works to Kitchen, Bathroom and W.C's allowed within the cost plan are 150mmx150mm white or standard readily available coloured tiles from Johnson tiles. Any tiles differing from this will need to be costed and instructed from the provisional sum included and detailed within the build-up tab of the cost plan.

Replacement tiles works have been allowed to those removed/damaged due to the window installation. Should full replacement to areas be directed by the WCC Client Representative or Quality manager then this will need to be instructed via a change order to cover over and above costs.

All works in the cost plan relating to front entrance doors, and extractor fans (including making good to these areas) have been included For Westminster City Council tenants only. There will be an opt in cost calculated based upon these rates for leaseholders who wish to have this works included at the time we are on site. As stated in the risk register there must be a deadline agreed for this to allow material lead in times to be made in line with the agreed programme. Should this deadline not be adhered to and any late opt ins be allowed then there will be programme and cost implications.

Note: We have allowed provisional sums for works which cannot be quantified at this stage, but we are aware may be required on some properties. We have not allowed any further contingency for work over and above our current assessment and we assume allowance will be made by Westminster City Council for an appropriate project contingency.

### 11.3 Cashflow Forecast

A cashflow forecast, based on the planned programme, is attached at Appendix 12. This will be reviewed regularly to suit any revisions to the sequence or progress of the task.

## 12.0 Appendices

Appendix 1 – Site set up Plan

Appendix 2 – Waste Management Plan

Appendix 3 – Specifications

Appendix 4 – Surveys and Drawings

Appendix 5 – Resident Communication Plan

Appendix 6 – Construction Phase Plan

Appendix 7 – Risk Register

Appendix 8 - Programme

Appendix 9 – Resource Plan

Appendix 10 – Business case proposals

Appendix 11 – Cost plan

Appendix 12 – Cashflow