

**ROYAL BOROUGH OF KENSINGTON & CHELSEA**

**TENANT MANAGEMENT ORGANISATION LTD**

**GRENFELL TOWER LIFT REFURBISHMENT**

**MINUTES OF PRE-START MEETING**

**HELD AT GRENFELL TOWER**

**ESTATE OFFICE**

**TUESDAY 30<sup>TH</sup> NOVEMBER 2004 @ AM**

		ACTION
<b>1.0</b>	<b>INTRODUCTION ROLES AND RESPONSIBILITIES</b>	
1.1	All present were introduced with their specific roles in the project:	<b>All</b>
1.2	Mr J Rogers (JR) : RBKC - TMO - Project Manager Ms J Wray (JW) : RBKC - TMO - Safety Officer Ms G Manicom (GM) : RBKC - TMO- Residents Liaison Officer Mr R Cahalam (RC) : RBKC - TMO - Senior Lift Engineer Mr K Miles (KM) : RBKC - TMO - Grenfell Tower Management Mr D Steppel (DS) : RBKC - TMO - Building Services Manager Mr K Stevenson (KS) : RBKC - TMO - Building Superintendent Mr G Poynter (GP) : Apex Lift & Escalators Ltd - Project Manager Mr S Thomas (ST) : Apex Lift & Escalators Ltd - Service Supervisor Mr I Moorhouse (IM) : BYLCL - Director	<b>All</b>
<b>2.0</b>	<b>CONTRACT PARTICULARS AND SCOPE OF THE WORKS</b>	
2.1	The contract would proceed on the basis of Option 3A of the BYLCL feasibility study, which was designated as Option 2 in the letter to all residents.	<b>All</b>
2.2	The selected Towers scheme would provide a 45% / 50% increase in lift car size and 10% increase in entrance dimensions, together with an increase in contract speed of 30%, this achieving an improvement in traffic handling of around 30% / 35%.	<b>IM/SE</b>
2.3	The social services lift would be completely replaced and would incorporate a new pump room at the ground floor on the present site of the bicycle sheds. BYA had already obtained planning permission.	<b>All</b>
2.4	The Apex Pre Construction Health and Safety File and all Apex method statements and risk assessments plus those of their building sub contractors, Drurycourt, had been received, inspected and commented on by BYLCL and were in the process of certain minor amendments.	<b>GP</b>

	<b>ACTION</b>
<b>3.0 CONTRACTORS PROGRAMME</b>	
3.1 Due to the formal financial approval being slightly delayed and the need for an early 2005 start to achieve completion prior to Christmas 2005 Apex had, at risk, undertaken all detailed surveys, subsequently meeting with IM and SE to discuss their findings.	<b>GP/IM</b>
3.2 Following this meeting all drawings had been prepared by Apex and commented on by BYLCL. Amended drawings were now awaited.	<b>GP</b>
3.3 All long delivery items had production space logged pending final resolution of drawings and other outstanding matters in order to achieve early site possession.	<b>GP</b>
3.4 Apex would assume full responsibility for the maintenance of the lifts from midnight 10 <sup>th</sup> January 2005 at which time a test engineer would visit site to undertake immediate remedial works to the left hand lift, HO90, with a view to minimising the possibility of breakdowns during the first phase of the refurbishment.	<b>ST/GP</b>
3.5 The test engineer had already visited site to familiarise himself with various requirements and had various replacement parts on order.	<b>GP</b>
3.6 During week commencing 17 <sup>th</sup> January 2005 BYLCL would undertake a witness test on HO90 to verify the adequacy of the remedial action.	<b>SE</b>
3.7 Lift HO90 would then undergo a proving period for some two weeks, running together with the lift to first lift to be refurbished HO91.	<b>ST</b>
3.8 A project programme shall follow these minutes, but in summary:	<b>All</b>
<b>Grenfell Towers Duplex Lifts</b>	
Apex assume servicing responsibility	10 <sup>th</sup> January 2005
Apex tester on lift HO90	10 <sup>th</sup> January 2005
BYLCL witness lift HO90	17 <sup>th</sup> January 2005
Drurycourt erect compound on Walkway	31 <sup>st</sup> January 2005
Apex removal of lift HO91 from service with site possession and Drurycourt erection of landing hoardings	7 <sup>th</sup> February 2005
HO91 refurbishment complete	4 <sup>th</sup> July 2005
Proving	8 <sup>th</sup> July 2005
Apex lift HO90 removal for refurbishment	11 <sup>th</sup> July 2005
Lift HO90 refurbishment complete	28 <sup>th</sup> November 2005
Proving	2 <sup>nd</sup> December 2005
Handover to RBKC TMO	2 <sup>nd</sup> December 2005

		ACTION
<b>Social Security Office Lift HO92</b>		<b>All</b>
Drurycourt new pump room hoarding	14 <sup>th</sup> February 2005	
Drurycourt pump room construction	21 <sup>st</sup> February 2005	
Drurycourt pump room complete	28 <sup>th</sup> March 2005	
Apex removal of lift HO92 from service with site possession and Drurycourt erection of hoardings	8 <sup>th</sup> August 2005	
Lift HO92 refurbishment complete	10 <sup>th</sup> October 2005	
Proving	17 <sup>th</sup> October 2005	
Handover to RBKC TMO	17 <sup>th</sup> October 2005	
<b>4.0 SITE ARRANGEMENTS</b>		
4.1	The principal means of ingress and egress for both delivery and removal of materials and equipment shall be via the Walkway level utilising either the rear, locked, external staircase or that feeding the Social Services Office.	<b>GP</b>
4.2	The Contractors staff would have access to the Walkway level from within the building via the crash-bar security door, but this was to be left secure at time of departure from site.	<b>GP</b>
4.3	Storage of materials and equipment, outside of that within the machine room, would be:	<b>GP</b>
1.	At Walkway level within a purpose built, all steel building to be securely locked and bolted at all times.  This unit would be for storage of all steelwork, bagged detritious material from the builders work and redundant equipment.	
2.	Within the hoarding at the ground floor lift lobby, which would be enclosed from the right hand architrave of lift HO90 to the far wall. This hoarding would fully protect the surroundings with a hardboard floor and tentest or fibreboard walls and would have double security doors for access.  This hoarding would contain equipment that would be more sensitive to the atmospheric conditions on the Walkway level.	
3.	On completion of the new pump room this would provide a further secure service area for storage.	

		ACTION
4.4	Delivery of large consignments of materials would be co-ordinated with the concierge office and KS, with the intent to minimise disruption to residents and services, particularly refuse disposal on Mondays and Thursdays.	GP
4.5	Delivery of the hoardings, the steel storage building and steelwork plus builders materials would be affected by means of a HIAB crane lift from the service road to the Walkway level. The number of these deliveries would be minimised by consolidated consignments and the area would be fully protected and site works co-ordinated.	GP
4.6	Hoardings would be erected at each level served by the lift to be refurbished, the hoarding to extend from the right hand architrave of lift HO90 to a distance at least 1m from the right hand architrave lift HO91.	GP
4.7	The hoarding would be soundly constructed in sheet steel, fully enclosing the work area with a hinged door having a closer, mortice lock and internal shoot bolts. The hoardings would be painted RBKC blue and would incorporate lift call pushes in the side wall adjacent to the remaining lift.	GP
4.8	The concierge office would retain a full set of keys to all hoardings and the fire brigade would be notified of the project.	KS
4.9	A weld mesh enclosure with security gate shall be erected from the very top staircase landing to the roof access door which would have flat tread steps and platform to ease access. Free issue keys 10 and 12 were to be issued to Apex, the £100.00 deposit for each key being set against the contract.	GP JW
4.10	All materials, apart from small hand held items, would be transported in lift HO91 and movement would be achieved from the Walkway level.	GP
4.11	This is with the exception of the controller, machine and lift car which would be moved through the security lobby at ground floor to the lift hoarding, but all with prior arrangement for access outside busy hours achieving minimal disruption to residents.	GP
4.12	The refurbishment of the lifts is an engineering project with considerable associated builders works. The specification is developed to minimise noise and disruption as far as possible but complete elimination is not possible.	GP
4.13	There will be one week of structural disturbance which shall have seven days prior notice and when the works shall be limited between the hours of 9.00 am - 4.30 pm Latex or Sponge shall be sandwiched between the fully enclosed hoardings and the fabric of the lift lobby to reduce movement of dust and transmission of noise.	GP

	<b>ACTION</b>
4.14 Apex would probably use the lift machine room as their messing accommodation, utilising the toilet facilities in the Lancaster Road West Estate management offices when available for use and the concierge facilities at other times only.	<b>GP/KS</b>
<b>5.0 QUALITY CONTROL</b>	
5.1 SE would represent the employers in monitoring quality control with regular attendance to site on a weekly, or more frequent if necessary basis.	<b>SE</b>
5.2 Within the BYLCL documentation there is a schedule of witness inspection points identifying the regular inspections of materials and workmanship.	<b>SE</b>
5.3 GP would represent Apex for complete project and quality management.	<b>GP</b>
<b>6.0 COMMUNICATION AND PROCEDURES</b>	
6.1 IM would produce a Project Contract List for issue with the minutes of the minutes.	<b>IM</b>
6.2 JR emphasised the extreme concern felt by all attendees reference the potential for lift breakdown or malfunction, and the response thereto, notwithstanding the test on lift HO90 prior to the refurbishment commencing.	<b>All</b>
6.3 Considerable discussion took place in endeavouring to establish the lines of communication and procedures in dealing with lift HO90 during the critical first phase and the subsequent, anticipated not so critical, second phase dealing with lift HO91:	<b>All</b>
1. Apex shall assume responsibility for servicing and call outs on a fully comprehensive basis from 10 <sup>th</sup> January 2005.	<b>ST</b>
2. From 7 <sup>th</sup> February 2005 Apex shall provide a senior standby engineer from 8.00 am to 8.00 pm, seven days a week for a continuous 4 week period from site possession, or removal of HO91 for refurbishment.	<b>ST</b>
The necessity for extending the appointment of the standby engineer shall be subject to review.	<b>RC/IM</b>
3. Maintenance, necessitating Apex removal of either lift from service during the contract, shall be undertaken between the hours of midnight and 5.00 am, by prior arrangement.	<b>ST</b>

	ACTION
4. Apex would provide IM with a detailed service structure of their organisation, complete with contract no's etc, this for distribution by Monday 13 <sup>th</sup> December 2004.	ST
5. RBKC would provide similar for distribution, to include CAS details.	RC/JR
6. DS & RC stressed the importance of ST and the Apex Service Department fully understanding the obligations Apex under the contract. IM reinforced that the requirements of clause 2A.76 of the specification were to be met, particularly:  ‘In the event of a trap call the Contractor shall ensure that the equipment is rendered safe and that any trapped passengers are released within 30 minutes of the call being received. The Contractor shall make such necessary arrangements as required i.e. use of qualified local Contractor, to ensure that the 30 minutes release for trap release is maintained under all circumstances’.	ST
7. ST confirmed that Apex would use all endeavours to achieve their obligations. The term ‘endeavour’ elicited considerable discussion and ST explained the chain of command within Apex and it was accepted that, subject to matters generally ‘beyond the control of Apex’, breakdown attendance would be achieved as required.	ST
8. Breakdown attendance would be requested by the concierge office through to the RBKC Help Desk and thence to Apex at all times in the event of a trapping. With no service or standby engineer on site but with a refurbishment engineer on hand his assistance would be requested and provided.	ST/GP
9. The fire brigade would also be notified of any trappings at the same time as Apex. RC expressed some concern at this, but IM advised that part of the pre test routine would be to ensure all lock releases were effective and, providing the fire officers had the correct release keys, this should alleviate the risk of damage.	All
10. A duty superintendent would always be available if requested, through the concierge office.	KS
11. In the event of a breakdown the club room or the concierge office out of hours would be made available as a waiting room.	KS
6.4 During the refurbishment redundant materials and equipment would be retained and scheduled for use as and when required on the remaining lift.	GP/ST
6.5 RC would provide ST with a schedule of breakdowns on the lift.	RC

	<b>ACTION</b>
<b>7.0 FINANCIAL MATTERS</b>	
7.1 The site start is scheduled for 10 <sup>th</sup> January for testing the remaining lift HO90 with site possession of HO91 on 7 <sup>th</sup> February and consolidated delivery.	<b>GP</b>
7.2 The first application shall follow within one week with the second application prior to the third week of March.	<b>GP</b>
7.3 A revised cash flow forecast was to be prepared.	<b>IM</b>
7.4 Chargeable callouts would be invoiced direct to the service account.	<b>ST</b>
<b>8.0 CDM AND PLANNING SUPERVISOR MATTERS</b>	
8.1 The Pre Tender Health and Safety Plan was issued as part five of the tender documentation by BYLCL and the subsequent Construction Phase Health and Safety Plan had been presented to IM by Apex.  Comments were now being addressed by Apex.	<b>GP</b>
8.2 The F10 had been forwarded to Apex for signature and the completed encapsulated form would be mounted on the ground floor lift lobby hoarding.	<b>GP</b>
<b>9.0 ANY OTHER BUSINESS</b>	
9.1 Nothing at present.	<b>All</b>
<b>10.0 SITE MEETINGS</b>	
10.1 IM advised that BYLCL would be making further visits with Apex their sub contractors and RC on 10 <sup>th</sup> January 2005, but the next formal meeting would be:  10.00 AM, WEDNESDAY 26 <sup>TH</sup> JANUARY 2005.  Distribution as attendees, plus:  Damian Donnelly : RBKC - TMO - Neighbourhood Manager Richard Braxton : Apex Lift & Escalators Ltd - Service Manager Steve Ellis : BYLCL - Associate	<b>GP/RC/SE</b>

## GRENFELL TOWER - PROJECT CONTACT LIST

Name & Telephone	Title	Address
John Rogers Tel: [REDACTED] Fax: [REDACTED]	Project Manager Email: John.Rogers@rbkc.gov.uk	RBKC Room 249 The Town Hall Hornton Street London W8 7NX
Janet Rhymes Tel: [REDACTED] Fax: [REDACTED]	Consultancy Services Manager Email: Janet.Rhymes@rbkc.gov.uk	RBKC Room 249 The Town Hall Hornton Street London W8 7NX
Damian Donnelly Tel: [REDACTED] Mob: [REDACTED]	Neighbourhood Manager Email: donnelly@tmo.org.uk	TMO The Town Hall Hornton Street London W8 7NX
Robin Cahalarn Tel: [REDACTED]	TMO Lift Engineer Email: robin.cahalarn@kandc-tmo.org.uk	TMO 2 Allen Street London W8
Gina Manicom Tel: [REDACTED] Mob: [REDACTED] Fax: [REDACTED]	Residents' Liaison Officer Email: Gina.Manicom@rbkc.gov.uk	RBKC Room 249 The Town Hall Hornton Street London W8 7NX
Adrian Bowman Tel: [REDACTED] Fax: [REDACTED]	Assistant Safety Advisor (Asbestos) Email: abowman@tmo.org.uk	TMO The Town Hall Hornton Street London W8 7NX
Janice Wray Tel: [REDACTED] Mob: [REDACTED]	Health & Safety Advisor Email: jwray@kctmo.org.uk	TMO The Town Hall Hornton Street London W8 7NX
Keith Stevenson Tel: [REDACTED] Mob: [REDACTED]	Lancaster West Estate Email: kstevens@kctmo.org.uk	TMO The Town Hall Hornton Street London W8 7NX
Keith Miles Tel: [REDACTED] Mob: [REDACTED]	Residents' Representative Email: [REDACTED]	50 Verity Close London W11 4HE



## GRENFELL TOWER - PROJECT CONTACT LIST

Name & Telephone	Title	Address
<b>Ian Moorhouse</b> Tel: [REDACTED] Mob: [REDACTED] Fax: [REDACTED]	Contract Administrator  Email: liftconserv@btinternet.com	Butler & Young Lift Consultants Ltd Timber Hall, 21 Timber Lane Caterham Surrey CR3 6LZ
<b>Steve Ellis</b> Tel: [REDACTED] Mob: [REDACTED] Fax: [REDACTED]	Planning Supervisor Project Manager  Email: liftconserv@btinternet.com	Butler & Young Lift Consultants Ltd Timber Hall, 21 Timber Lane Caterham Surrey CR3 6LZ
<b>Jim Bryce</b> Tel: [REDACTED] Mob: [REDACTED] Fax: [REDACTED]	Structural Engineer  Email: liftconserv@btinternet.com	Butler & Young Associates Timber Hall, 21 Timber Lane Caterham Surrey CR3 6LZ
<b>Gary Poynter</b> Tel: [REDACTED] Mob: [REDACTED] Fax: [REDACTED]	Email: gary.poynter@apex-lifts.co.uk	Apex Lift & Escalators Ltd Apex House LEFA Business Park Edgington Way Sidcup Kent DA14 5BH