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**THE ROYAL BOROUGH  
OF  
KENSINGTON AND CHELSEA**

**PROJECT BRIEF  
FOR  
CONSULTANTS**

**PROJECT TITLE:  
GRENFELL TOWER - LIFT RENEWAL  
DATE: AUGUST 2002**

Date: 27 August 2002  
Issue: 02

PROJECT BRIEF CONTENTS

PART 1: SPECIFICATION FOR CONSULTANCY SERVICES

PART 2: CONSULTANTS SERVICES

PART 3: CONDITIONS OF CONTRACT

APPENDICES:

INSTRUCTIONS TO TENDERERS

FORM OF TENDER

BONA FIDA TENDER

LOCATION PLAN

ASBESTOS PROFORMA

APPENDIX A – CLIENT'S BRIEF

## **PART 1: SPECIFICATION FOR CONSULTANCY SERVICES**

## 1.0 ROLES AND RESPONSIBILITIES

### 1.1 Key Personnel:

Lindsey Whitehouse    Project Manager

Tel: [REDACTED]

Janet Rhymes                      Consultancy Services Manager

Tel: [REDACTED]

Damien Donnelly      Area Manager

Tel: [REDACTED]

## 1.2 Project Manager's Role:

The Project Manager is appointed by the Council and is the contact between the Council, Tenant Management Organisation and the Consultant.

All Client decisions other than those specifically stated as being the remit of the Consultancy Services Manager will be made by the Project Manager.

### 1.3 Consultancy Services Manager's Role:

The Consultancy Services Manager will have responsibility for the following:

1. Participation in the approval and selection of consultants for the project.
2. The agreement of fees and the appointment of the consultant.
3. The agreement of changes to the consultants appointment resulting from changes to the brief and the consequential effects on consultant's fees.

#### 1.4 Area Manager's Role:

The Area Manager will have responsibility for the following:

1. Liaison with Residents' Association and residents generally to ensure their requirements are met as far as possible.
2. Contact with individual residents where there are special needs or other circumstances arise.
3. Input Housing Management experience in relation to design issues.



**1.0 ROLES AND RESPONSIBILITIES (Cont'd)****1.5 Other Council Personnel:**

Technical Services (TMO). Contact: Robin Cahalarn, Senior Lift Engineer, Tel: [REDACTED]  
[REDACTED]

Royal Borough of Kensington and Chelsea  
Tenant Management Organisation Ltd  
The Town Hall  
Hornton Street  
London W8 7NX

Department of Building Control  
The Town Hall  
Hornton Street  
London W8 7NX

Area Planning Officer  
Department of Planning and Conservation  
The Town Hall  
Hornton Street  
London W8 7NX

**1.6 Other References:-**

Metropolitan Police Service  
Kensington and Chelsea Division  
Crime Prevention Office  
Notting Hill Police Station  
101 Ladbroke Road  
London  
W11 3PL

**2.0 OBJECTIVES**

- 2.1 To carry out a renewal of the three lifts in Grenfell Tower.
- 2.2 To carry out an asbestos survey of the communal areas.
- 2.3 The works shall be carried out with residents remaining in occupation and must be arranged so as to minimise the disruption to the residents.
- 2.4 The aim is to have a design life span of 20 years for the works.
- 2.5 The replacement lifts must be designed for ease of future maintenance and have a low maintenance cost.

- 2.6 The Consultant must demonstrate that elements have been designed and specified such that an economic price is obtainable and that they represent value for money. The Council seeks to achieve value-for-money in its capital projects.

### 3.0 THE SITE

- 3.1 Grenfell Tower is located in the north of the Borough on the Lancaster West estate. To the west of the tower is the Hammersmith and Fulham Underground line, whilst to the south is the remainder of the Lancaster West Estate. It is managed by the Lancaster West Estate Management Board, on behalf of the Borough. Access to the tower can be gained from Grenfell Road and a reception is located on the ground floor. The tower block has a 24 hour reception / concierge service.

- 3.2 Grenfell Tower extends over 22 floors and was constructed in 1975. Around the base of the tower are located the following facilities:-

- Social Services office
- Housing Estate office
- Day Nursery
- Dale Boxing Club
- Grenfell Creche (Under 3's)

A location plan is attached.

- 3.3 The problems being experienced with the existing lifts are as follows:-

The lifts were originally installed by Hammond & Champness and are approximately 18 years old. In the course of their lifetime they have been responding to a very high lift demand for service. Our contractor estimates that the daily use of these lifts would equate to thirty years in any other block of flats.

In addition there have been:-

- Frequent breakdowns and problems with control panels, controllers and drive equipment.
- Design of carriage problematic – lift cars not big enough.

- 3.4 The accommodation includes properties which presently comprise the following:-

Tenanted Dwellings - 107 Nr  
Sold Dwellings (Leaseholders) - 10 Nr  
Right to Buy Applications – 3 Nr

Total Flats – 120 Nr

As at 19<sup>th</sup> June 2002, the leasehold and right to buy properties are as follows:-

Leasehold – 56, 86, 92, 105, 112, 142, 156, 165, 185, 195.

Right To Buy – 42, 43, 104

3.5 Previous works carried out to the dwellings over the last 3 years comprises:-

1999/00 – Cyclical decorations

3.6 Planned work over the next 3 years:-

Glazing cleaning

3.7 Other:-

Set out below is other important information relating to the building:-

- There are aerials and satellite dishes located at various positions on the elevations. Also at the roof level there are a number of aerials fixed to plant room walls. The trolley unit has not been maintained or used for a considerable time and suffers from corrosion.
- On occasions there are problems with intruding youths congregating on the stairwell. Within the block there are a number of elderly and disabled residents as well as a considerable ethnic diversity including: Moroccan, Spanish, Filipino, Irish, Asian, African and Caribbean. Many of the residents are in receipt of benefits or are unemployed.

#### 4.0 SCOPE OF WORKS

4.1 The works to be considered as part of the feasibility study for lift renewal are outlined in the Client's Brief, attached as Appendix A.

4.2 An asbestos survey of the communal areas. The consultant is to seek quotations, obtain Council approval and manage a specialist consultant to undertake an asbestos survey of communal areas of the block. The Council will meet the cost of the specialist asbestos consultant as a disbursement. The attached proforma is to be used to record the surveys. Any asbestos associated with the works will be required to be removed.

4.3 The above is not an exhaustive description of works that are to be undertaken. Consideration should be given to other elements of work which become apparent during the design period, and a logical package proposed, subject to it being contained within the budget.

4.4 The Consultant should include in the feasibility report an assessment of how long the works will take, lead times and the duration of noisy operations. The report must provide advice as to how the works can be carried out whilst minimising disruption to the residents and, wherever possible, maintaining a lift service.

- 4.5 Energy Efficiency. The Council has a detailed policy of Energy Efficiency measures which is available from the Project Manager. The consultant is required to comply, so far as practicable, with the measures set out within this document.

## 5.0 ASBESTOS

- 5.1 The Tenant Management Organisation (TMO) keep a record of any materials containing asbestos that have been discovered and/or removed. In many cases information is only available for properties which have been surveyed when they have become void, but these details can often be applied to flats of the same type or within the same block.

- 5.2 Asbestos records held by RBKC indicate that asbestos-containing materials have been found in the following locations:-

- Panel above airing cupboard door
- Artex ceiling coating
- Gas meter cupboard – panel over door
- Vinyl floor tiles

The records indicate that the door lining to the lift motor room of the hydraulic lift was asbestos but that this was replaced, and the replacement was stencilled with "non asbestos", in 1983.

- 5.3 There is very little information available on the communal areas. The consultant will be required, therefore, to manage an asbestos survey of communal areas.

## 6.0 BUDGET

- 6.1 The works budget (excluding professional fees) for this programme is £225,000

## 7.0 PROGRAMME

- 7.1 The report should include advice on the procurement, with reference to EU compliance.

- 7.2 The indicative programme is as follows:-

Brief Consultants	March 2003	7. May 2003
Feasibility Report Completed	June 2003	
Council Approval of feasibility	July 2003	
Invite Tenders	November 2003	
Council Approve Tenders	March 2004	
Start on Site	August 2004	
Practical Completion	January 2005	March 2005



*Note: The Council approval period may vary for projects. The Consultants shall establish with the Project Manager the approval periods required and make due allowance in the overall programme.*

- 7.3 The feasibility report is to be received by the Project Manager on the date agreed. Eight copies of the report will be required.

## 8.0 RESIDENT CONSULTATION

- 8.1 The Council require a high level of resident consultation to be undertaken with their residents. The Consultant will be required to dedicate considerable time and resources in aiding the Council in this aspect.

- 8.2 Set out below is the Council's minimum standards:-

Meetings:-

- These may comprise resident association and/or public meetings or the like. They are likely to be held in the evening.
- The Consultant should expect to attend 3 Nr such meetings (one each at the feasibility, design and construction stages) in addition to other project meetings detailed elsewhere.

- **Exhibition:-**

A fully detailed resident exhibition should be held which may be over 2 days including evenings/weekends. The exhibition must comprise project details including graphic and text display boards, materials samples etc. The Consultant will be expected to resource the exhibition with sufficient personnel familiar with the scheme, so as to be on hand to meet with individual residents attending the exhibition. The exhibition will be held at the feasibility stage.

- Newsletters etc:-

The Consultants will be expected to provide the following:-

- A quarterly newsletter (A4 sheet) setting out the current progress/details of the scheme to be distributed to each resident during the design and construction stages.
- A brochure to accompany the exhibition (above).
- Questionnaires to gather residents' comments from the exhibition.
- A feedback questionnaire on completion of the project.

➤ Leaseholder Consultation:-

The Consultant will be required to produce detailed proposals and costings for individual leaseholders and be available to meet with them to discuss the scheme details. Leaseholders shall be provided with individual costs to comply with Section 20. Landlord and Tenant Act requirements plus an explanation and justification for the works proposed.

## 9.0 PROJECT TEAM

- 9.1 The Project Manager will establish a Project Team.
- 9.2 Project team meetings will be held monthly. The Consultant should expect to attend one per month throughout the duration of the project.
- 9.3 The Consultant will be required to administer all Project Team meetings including chairing, issuing agendas, taking and distributing minutes and shall arrange such meetings in conjunction with the Project Manager.
- 9.4 The Project Team shall consist of the Project Manager, TMO Technical Officers, the Area Manager, Resident Representatives and Consultant.

## 10.0 BEST VALUE TARGETS

- 10.1 As part of the Council's capital programme best value targets, the Consultants shall be required to assist in achieving the following:-
  - 1. To achieve, and thereafter maintain, 100% out turn on the planned HRA capital programme by April 2002.
  - 2. To increase the proportion of projects completed on or below contract sum to 90% by April 2003.
  - 3. To increase the proportion of projects completed on time to 35% by April 2003.
  - 4. To reduce the proportion of projects completed more than 15% late to 25% by April 2003.
  - 5. Increase the average resident satisfaction to 90% by April 2004.
  - 6. Ascertain the current level of defects at completion and during the defects liability period, and reduce by 15% by April 2004.
  - 7. Procure 10% of the programme through partnering and other innovative procurement methods by April 2003.
  - 8. Reduce the level of project on-costs by 2% by April 2004.
  - 9. Community leadership.
  - 10. Quality and value for money.
  - 11. A highly valued environment in which to live and do business.
  - 12. Protecting the public.
  - 13. To improve local skills and education standards.
  - 14. Supporting vulnerable people.
  - 15. Building better communities.



16. To meet housing need by promoting the supply of affordable housing in all tenures and prevent homelessness by the provision of life in all tenures.
17. To improve the creation and maintenance of vibrant, balanced, inclusive communities.
18. To provide support services that are locally planned, closely monitored and promote independent living.
19. To ensure accountability of the Council and housing providers to tenants, leaseholders and the wider community and to promote the involvement of tenants in all areas of the community.
20. To ensure continuous improvement and best value in the delivery of all housing services.

**END OF PART 1**

## APPENDIX A

### GRENFELL TOWERS, LANCASTER WEST ESTATE, W11

### REFURBISHMENT OF EXISTING LIFT INSTALLATIONS

#### CLIENTS BRIEF

#### **1.0 CLIENT REQUIREMENTS**

- 1.1 The Tenant Management Organisation Ltd (TMO) and the Lancaster West Estate Management Board (EMB) require a condition and feasibility report on the two traction passenger lifts serving Grenfell Tower and the single hydraulic passenger lift serving the adjacent offices. The report shall address the clients concerns in respect to the immediate and medium term maintenance viability of the existing installations given the current levels of failures, availability of replacement parts, compliance to latest British Standards and energy conservation.
- 1.2 Given that the aim of the project is to provide a sound, efficient and reliable service for 20 years, the report shall identify the issues needing attention and recommend solutions, programmes and estimated costs to enable a programme of works to be established.
- 1.3 The Consultant shall be expected to consult with the EMB and the Residents' Association to seek their views prior to completing the report and to discuss the report with them following its publication.
- 1.4 Eight copies to the report shall be provided.

#### **2.0 GRENFELL TOWER PASSENGER LIFTS**

- 2.1 Grenfell Tower is a 22-storey tower block and is served by two traction lifts operating as a duplex pair, which were installed by Hammond & Champness Ltd (H&C) in 1986. These works replaced the original 1975 installations. Additional minor works to the existing lift cars was carried out in 1993. The machine room is directly above the lift well.
- 2.2 The lift car capacities are 8 persons or 630kg with a contract speed of 1.6 m/s..
- 2.3 The two lifts provide an essential front line service and speed and reliability of service are important. Given the size of the lift well, there appears to be little scope to increase the capacity of the cars but the report shall identify whether the car size and contract speed can be increased.
- 2.4 The left hand lift number is H090. The right hand lift number is H091.

### 3.0 SOCIAL SERVICES OFFICES

- 3.1 The offices are let by the TMO to the Councils Social Services Department. The office is served by a single hydraulic passenger lift serving two openings (ground and 1st floor) and is driven by a single one-piece direct acting ram.
- 3.2 The ram, tank, pumps and valves date from the original 1975 H&C installation. H&C replaced the existing car, landing entrances and controller in 1986. The machine room is below and to the side of the lift well.
- 3.3 The report shall pay particular attention to the condition of the existing ram and associated hydraulic equipment.
- 3.4 The lift number is H092.

#### 4.0 TECHNICAL CONDITIONS (Grenfell Tower and Office)

#### 4.1 Asbestos

Any surface, which may be disturbed by proposed works, should be checked for asbestos and identified in the report.

## 4.2 Disabled Access

The positioning of the car and landing push buttons should be taken into consideration together with the width of the openings.

### 4.3 Lift Cars

**Grenfell Tower:** The lift cars shall be replaced. The report shall identify whether the passenger capacity of the cars can be increased.

**Social Services Office:** The consultant shall report on the condition of the existing car and identify what works are required.

#### 4.4 Security Cameras and Communication

**Grenfell Tower:** The existing lifts cars have security cameras, which are monitored in the ground floor concierge. The installation of security cameras shall form part of the lifts works. The consultant shall report on the condition of the existing cameras and associated equipment and identify whether the existing cameras can be relocated in the new lift cars or whether a new installation is required. The report shall make recommendations and identify costs.

**Office:** The lift works shall include for the installation of a separate trailing cable terminating in the machine room and top of car suitable for a camera installation. The camera installation shall not form part of the works.

**All Lifts:** The works shall include the installation of systems to allow communication between the cars, machine rooms and lift pits and the concierge at ground floor for the lifts in Grenfell Tower and the 1<sup>st</sup> floor offices for the lift used by Social Services.

#### **4.5 Contract Speed and Power System**

**Grenfell Tower:** The existing speed is 1.6 m/s. Given the restrictions with existing pit and headroom dimensions the Consultant shall advise whether an increase in speed can be achieved and make recommendations.

The existing gear and motors shall be replaced. The existing VAC power system shall be replaced and the Consultant shall make recommendations and identify any energy efficiency savings.

The existing VAC machines can result in high machine room temperatures. The Consultant shall inspect the existing ventilation and make recommendations and identify the cost implications.

**Social Services Office:** The Consultant shall consider the condition of the existing hydraulic equipment, make recommendations and identify cost implications.

#### **4.6 Controllers**

**Grenfell Towers:** The controllers shall be replaced.

**Social Services Office:** The Consultant shall consider the condition of the existing controller and make recommendations.

**Traffic Management (Grenfell Tower):** The EMB require the report to consider the issues relating to traffic management and what systems can be incorporated to ensure the most efficient method of control in order to reduce waiting times to the minimum. The Consultant shall also consider the options of down or full collective pushbutton control on the service. The Consultant shall address the issues in the report.

#### **4.7 Landing Entrances**

**Grenfell Tower:** The Consultant shall consider the condition of the existing tracks, frames and architraves and make recommendations on whether to retain or replace the equipment and identify the cost and life expectancy implications for both options and make recommendations.

The Estate Manager requires that consideration be given to increasing the width of the car and landing entrances for improved pram access. The Consultant shall identify the works required and the cost implications and identify whether, given the size of the lift well if this work can be achieved.



**Social Services Office:** The Consultant shall consider the condition of the existing entrances, make recommendations and identify cost implications.

#### **4.8 Electrical Supplies**

**All Lifts:** The electrical intake is located on the ground floor of Grenfell Tower. The main cables and all associated isolators and consumer units shall be checked for integrity and any options for new drive systems should consider whether the existing main cables are sufficient. The Consultant shall report on the condition of the equipment, make recommendations and identify cost implications.

#### **4.9 Retention of Lift Equipment**

**All Lifts:** The Consultant shall give all due consideration to retaining the existing guides, balance weights and frames and any other equipment of a sound manner. The report shall identify what equipment can be considered for retention and the cost implications.

#### **4.10 Standards**

- (a) The installation shall comply with BS EN<sup>8</sup>1: 1998 "Safety rules for the construction and installation of lifts" Part 1: Electric lifts, the Health and Safety Statutory Instrument No. 831 "The Lift Regulations" and Electromagnetic Compatibility and IEE Regulations.
- (b) However, given the dimensional constraints associated with an existing building, the report shall identify any area where the new installation cannot meet current recommendations or legislation and make recommendations to reduce any potential risks.
- (c) Given the height of Grenfell Tower together with the existing physical building constraints, the report should shall address the issues of Fire Fighting and Evacuation lift requirements and how they affect the proposed works.

#### **4.11 Other Observations**

The report shall make any other observations and/or recommendations and identify the various options, costs and life expectancy of various schemes. However, the report shall clearly identify the Consultants preferred scheme and estimated costs and programme including procurement and installation periods.

### **5.0 MAINTENANCE COSTS**

- 5.1 The report shall identify the contract costs of a 5-year comprehensive maintenance agreement together with the whole life cycle costs of the installations excluding the security camera installation.

- 5.2 The report shall identify separately the maintenance costs of the camera installation and the life expectancy of the equipment.

## **6.0 HEALTH AND SAFETY**

- 6.1 The Consultant shall identify any area of concern, including access to machine rooms and make recommendations and identify cost.

## **7.0 REPLACEMENT COSTS**

- 7.1 The report shall identify the options, costs, programmes and any other issues for Grenfell Tower and the Social Services Offices separately within the report.

## **8.0 EXISTING INSTALLATIONS (GRENFELL TOWER)**

- 8.1 Installer: Hammond & Champness Ltd
- 8.2 Installed: 1986
- 8.3 Machine room: Directly above
- 8.4 Floors served: Street level, Walkway level, 1<sup>st</sup> through to 20<sup>th</sup> floor (22 openings)
- 8.5 Shaft arrangement: Duplex, concrete, central RSC and division screens
- 8.6 Speed: 1.6 m/s, traction
- 8.7 Car capacity: 8 person 630 kg
- 8.8 Entrances: One panel side opening, GAL
- 8.9 Controller: TVLE with H&C modifications

## **9.0 EXISTING INSTALLATION (OFFICES)**

- 9.1 Installer: Hammond & Champness Ltd
- 9.2 Installed: Major refurbishment 1986
- 9.3 Car Capacity: 8 person, 1200 lb
- 9.4 Machine room: Below to side of shaft
- 9.5 Floors served: Street level, 1<sup>st</sup> (2 openings)
- 9.6 Shaft arrangement: Single, concrete
- 9.7 Speed: 120 fpm, hydraulic



9.8 Entrances: One panel side opening, GAL

9.9 Controller: TVLE

## **10.0 NEW INSTALLATION – GENERAL REQUIREMENTS**

10.1 All equipment vandal resistant.

10.2 Contract to include all builder's, electrical and camera works.

10.3 Minimum contract speed 1.6 m/s.

10.4 Car size to be agreed.

10.5 Microprocessor controllers (TVL 6809, ILE or similar and approved).

10.6 GAL MODHA operator with zone locking or similar and approved.

10.7 GAL door closures.

10.8 Digital positioning indicators to car and all landings with standard scrolling information.

10.9 Hands free emergency voice communication system. Windcrest or similar approved.

10.10 Emergency car light and alarm supplies.

10.11 Full height safety edge detector to car door only.

10.12 Car interior, car and landing doors and architraves constructed from patterned stainless steel grade 316, 16 gauge.

10.13 Emergency hand-winding floor level indicator, audible and visual.

10.14 Shaft lighting fluorescent with 3-way switching between pit, machine room and car top.

10.15 Dewhurst push buttons, LED call acceptance. Flat numbers engraved on car panel.

10.16 Galvanised conduit and trunking.

10.17 Altro Monopave car flooring.

10.18 Paint machine room and pit floor and wall to ground floor level.

10.19 Pit and machine room sockets and new tubular heaters to machine room.

- 10.20 MCB distribution board for ancillary supplies to machine room with separate cable.
- 10.21 Make good wall around lift entrances to match existing.
- 10.22 Full length shaft fascias.
- 10.23 Fireman's switch at ground floor.
- 10.24 All sheaves and diverters to be guarded.
- 10.25 Down or full collective.
- 10.26 Landing doors and fireman's switch to be operated by 'Express' anti-vandal drop key.
- 10.27 Load testing of all existing support and lifting beams and floor hatches.
- 10.28 Supply maintenance manuals.
- 10.29 Oil storage cabinets.
- 10.30 TMO lift identification number to be engraved on ground and top floor architrave, car station panel and to be identified on the controllers and isolators in machine and intake rooms.

100%

Common Power Entailments



west lift bri...

opportunity before passing to Linde) for innovation

## **APPENDIX A**

### **GRENFELL TOWERS, LANCASTER WEST ESTATE, W11**

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The report shall make any other observations and/or recommendations and identify the various options, costs and life expectancy of various schemes. However, the report shall clearly identify the Consultants preferred scheme and estimated costs and programme including procurement and installation periods.

### **5.0 MAINTENANCE COSTS**

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## **7.0 REPLACEMENT COSTS**

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- 9.2 Installed: Major refurbishment 1986
- 9.3 Car Capacity: 8 person, 1200 lb
- 9.4 Machine room: Below to side of shaft
- 9.5 Floors served: Street level, 1<sup>st</sup> (2 openings)
- 9.6 Shaft arrangement: Single, concrete
- 9.7 Speed: 120 fpm, hydraulic

9.8 Entrances: One panel side opening, GAL

9.9 Controller: TVLE

#### **10.0 NEW INSTALLATION – GENERAL REQUIREMENTS**

10.1 All equipment vandal resistant.

10.2 Contract to include all builder's, electrical and camera works.

10.3 Minimum contract speed 1.6 m/s.

10.4 Car size to be agreed.

10.5 Microprocessor controllers (TVL 6809, ILE or similar and approved).

10.6 GAL MODHA operator with zone locking or similar and approved.

10.7 GAL door closures.

10.8 Digital positioning indicators to car and all landings with standard scrolling information.

10.9 Hands free emergency voice communication system. Windcrest or similar approved.

10.10 Emergency car light and alarm supplies.

10.11 Full height safety edge detector to car door only.

10.12 Car interior, car and landing doors and architraves constructed from patterned stainless steel grade 316, 16 gauge.

10.13 Emergency hand-winding floor level indicator, audible and visual.

10.14 Shaft lighting fluorescent with 3-way switching between pit, machine room and car top.

10.15 Dewhurst push buttons, LED call acceptance. Flat numbers engraved on car panel.

10.16 Galvanised conduit and trunking.

10.17 Altro Monopave car flooring.

10.18 Paint machine room and pit floor and wall to ground floor level.

10.19 Pit and machine room sockets and new tubular heaters to machine room.

- 10.20 MCB distribution board for ancillary supplies to machine room with separate cable.
- 10.21 Make good wall around lift entrances to match existing.
- 10.22 Full length shaft fascias.
- 10.23 Fireman's switch at ground floor.
- 10.24 All sheaves and diverters to be guarded.
- 10.25 Down or full collective.
- 10.26 Landing doors and fireman's switch to be operated by 'Express' anti-vandal drop key.
- 10.27 Load testing of all existing support and lifting beams and floor hatches.
- 10.28 Supply maintenance manuals.
- 10.29 Oil storage cabinets.
- 10.30 TMO lift identification number to be engraved on ground and top floor architrave, car station panel and to be identified on the controllers and isolators in machine and intake rooms.