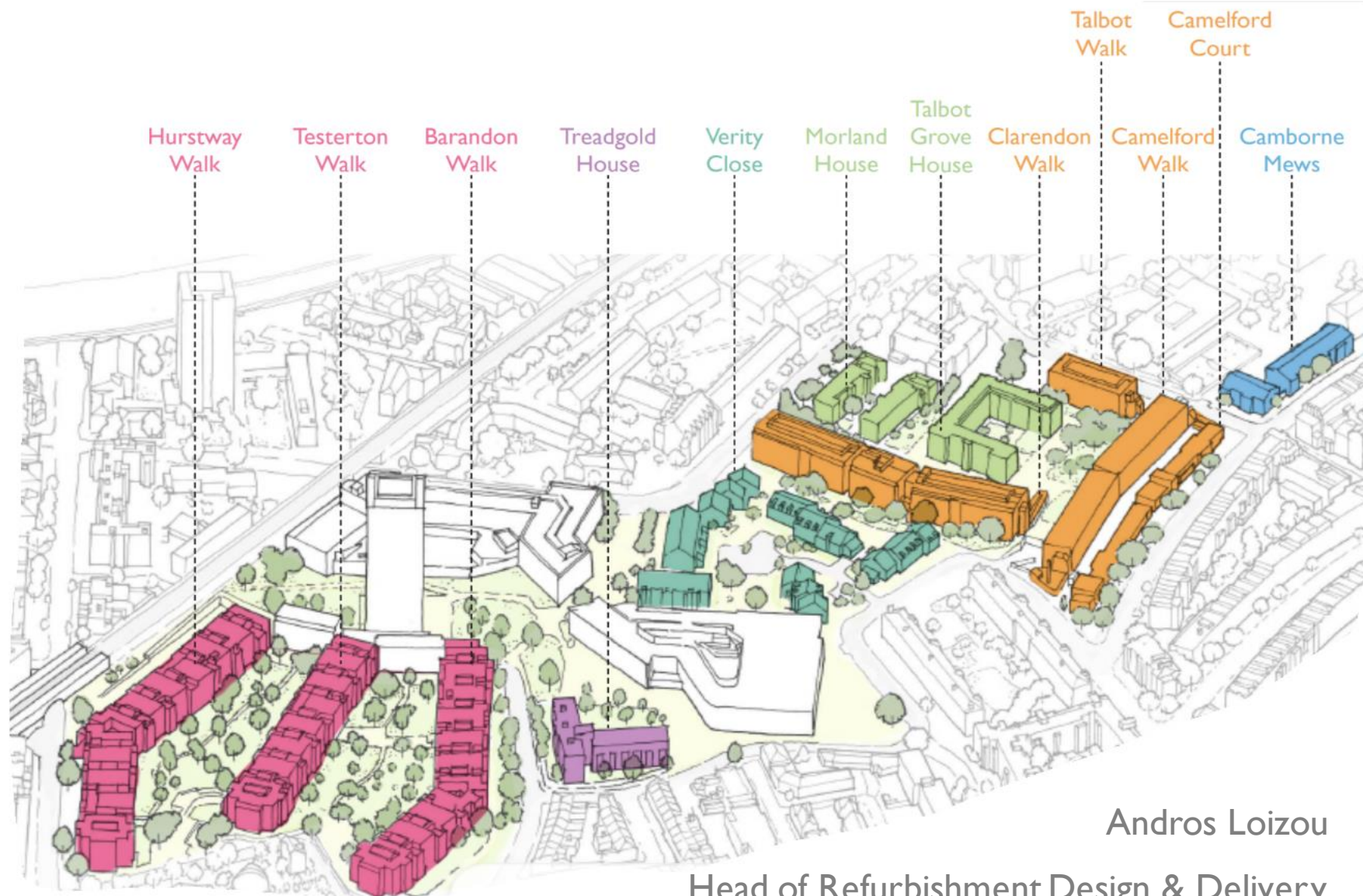


# Lancaster West Refurbishment Programme Board Programme and Procurement Update



Andros Loizou

Head of Refurbishment Design & Delivery

# Programme Summary

## Lot 1: Barandon Walk, Testerton Walk and Hurstway

- Roof works - Contractor Amber Constructions are progressing well on site, works to be completed by April 2025.
- Main works - Main contractor appointment is via SEC framework, tender pack issued on 22<sup>nd</sup> April. Tender returns by 17<sup>th</sup> June 2024.
- Capital Property & Construction Consultants Ltd (CPCCLtd) to be appointed as multidisciplinary consultants (MDCs) for RIBA Stage 4.

## Lot 2: Camelford Walk, Camelford Court, Clarendon Walk and Talbot Walk

- To manage insufficient funds for all 4 blocks refurbishment works, lot 2 will be split into Lot 2a (Camelford Court and Talbot Walk) and Lot 2b (Clarendon Walk and Camelford Walk). Additional funding streams are being actively explored.

## Lot 3: Morland House & Talbot Grove House

- RLB to be appointed as new MDC. Governance documents have been prepared for agreement to formalise the appointment through the ESPO framework for RIBA stage 4.
- Tender documents issued for main contractor 30<sup>th</sup> April through RBKC's Project Union Framework. Tender returns due 10<sup>th</sup> June 2024.
- Residents expressed a strong preference for retention of bin chutes and building new risers, as opposed to the LWNT proposal to remove the chutes and re-use the risers for the new heat-network pipework. A costing exercise concluded the two options were comparable in cost. The design was amended to retain the bin-chutes prior to the planning submission being made.
- **Video door entry system** completed at Talbot Grove House. Aim to commence works at Morland House this month.

## Lot 4: Treadgold House

- United Living South continue to progress the main refurbishment works.
- 36 out of 38 properties are now void. Actions are ongoing to decant remaining 2 residents to suitable properties. Mitigations are continuing to be put in place to lessen the impact on the construction programme.
- Lift renewal has started at Treadgold House to be completed by September 2024. Lift works to commence at Bomore Apartments once decants have been arranged.

## Lot 5: Camborne Mews

- Governance docs completed for Business case, Sourcing Strategy and EDR.

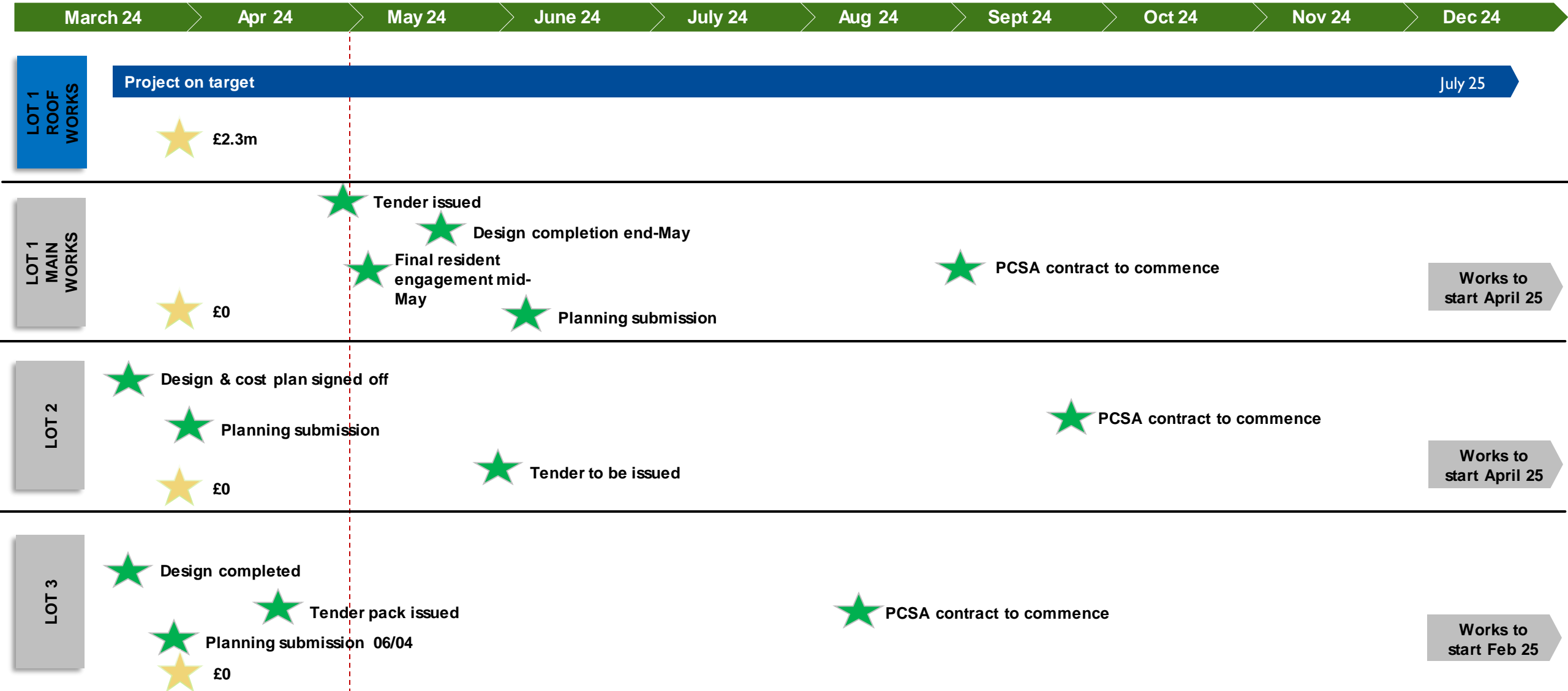
## Lot 6: Verity Close

- Governance docs completed for Business case, Sourcing Strategy and EDR. Governance is now being carried out by procurement as a package for RLB MDC appointment for Lots 3, 5 and 6.

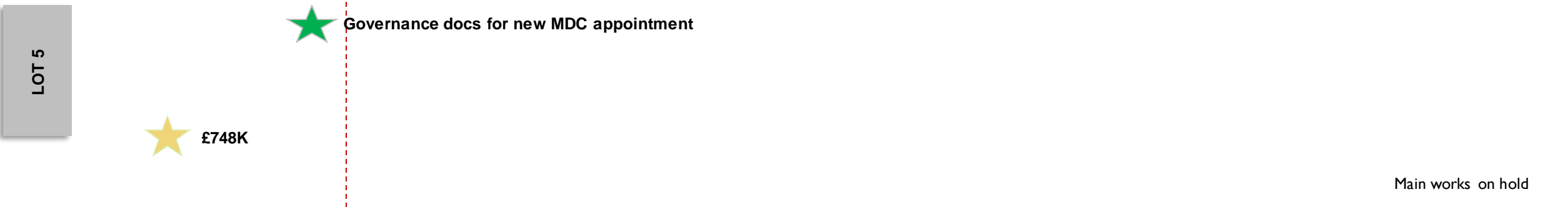
# Cost reduction update

<b>An adjustment in...</b>	<b>Creates a forecast saving of..</b>
<b>External Wall Insulation</b> <i>from a mechanical system to a wet system</i>	<b>£537,395</b>
<b>Price Variation of solar PV panel to reflect actuals</b>	<b>£1,533.302</b>
<b>Contract Preliminaries and Contractor Design Proportion</b> <i>to align with historic levels of 16%</i>	<b>£2,533.718</b>
<b>Reduction in risk allocation based on learning from other projects, and known actuals</b> <i>allowance of 5% contingency</i>	<b>£10,055.146</b>
<b>Updating of inflation risk to current levels</b> <i>allowance of 7%</i>	<b>£2,181.131</b>

# Programme at a glance



# Programme at a glance



# Asset Tracker

## Highlights – % Increase from March 2024

**59%** +3%  
+18 from March



of Total properties  
refurbished  
347 / 592

**47%** +3%  
+19 from March



of properties  
fully refurbished  
280 / 592

**11%** 0%  
-1 from January



of properties  
partially refurbished  
67 / 592

**53%** +4%  
+18 from March



Have new  
kitchens  
311 / 592

**54%** +3%  
+18 from March



Have new  
bathrooms  
318 / 592

**37%** +2%  
+18 from March



New Heating  
Systems installed  
288 / 826

**+8.59**  
+0 from February  
  
Total average change in  
EPC  
46 properties

**278**  
+18 from March  
  
Upgraded to LED lights  
278 / 592

**312**  
+18 from March  
  
Smart Thermostat  
installation  
312 / 624

**170**  
+10 from March  
  
Gas meters removed  
170 / 575

**202**  
+14 from March  
  
Kitchen Recycling bins  
202 / 592

**281**  
+18 from March  
  
Duel Flush Toilets  
281 / 592

**76**  
+8 from March  
  
Sprinkler System

**2**  
  
Mist System

**12**  
+0 from May  
  
Ground floor insulation

**239**  
+18 from March  
  
Induction Hobs  
239 / 592

**11**  
+0 from August  
  
No. of prop. With  
full Triple Glazing

**16**  
+0 from March  
  
No. of prop. With  
partial Triple Glazing

**9**  
+0 from December  
  
Wastewater Heat  
Recovery

**3,868**  
+0 from September  
  
Metal recycled (kg)


**14**  
+0 from August  
  
Properties benefiting from  
Soffit floor insulation

**118**  
  
No. of properties  
benefiting from energy  
efficient roof  
Clarendon, Talbot,  
Camelford Court and  
Camelford Walk

**261**  
+18 from March  
  
Asbestos Removed

**38**  
+0 from March  
  
Video Door Entry System  
Verity and Bomore

**10**  
+0 from January  
  
Aico environmental  
sensors

**826**  
  
Properties now able to  
connect to fibreoptic  
broadband  
826 / 826  
(Excluding verity)

**54**  
  
Number of properties  
with fibreoptics installed  
inside  
Void faceplates, plus  
Bomore

**7kg**  
+0 from May  
  
Batteries Recycled


**1**  
+0 from May  
  
MEV System  
67 Verity Close

**1**  
+0 from May  
  
Methven walk in shower  
450 Testerton Walk

Have new  
kitchens  
311 / 592

Have new  
bathrooms  
318 / 592

New Heating  
Systems installed  
288 / 826

**8**  
  
Awair device  
Indoor air quality

**7**  
+0 from January  
  
Carnego device

**112**  
  
Total No. of  
Solar Panels  
(Verity and Camelford  
court)

**1**  
+0 from February  
  
Heat Interface Units  
(HIU) installed  
1 / 826

**454**  
  
Communal lighting  
Morland, Walkways and  
Verity

**306**  
+18 from March  
  
New domestic or  
residential systems  
installed  
306 / 826

**31**  
+2 from February  
  
MVHR System  
Fully commissioned

**40**  
+5 from March  
  
MVHR System  
WIP

# Lot 1 Roof Works

## Hurstway Walk, Testerton Walk & Barandon Walk

### Executive Summary

This project will deliver renewed roofs, rooflights, automatically opening vents (AOVs) and terrace upgrades to Barandon Walk, Testerton Walk and Hurstway Walk. The proposed roof improvement works will provide the necessary upgrades to improve the thermal performances of these blocks, and those homes on the top floor, and deliver improved ventilation and weather proofing of communal areas.

Amber Construction Services Limited are the appointed contractor for the works

### Overall progress

On track and within budget

### Workstream summary

#### Resident Co-Design and Engagement

The Lancaster West Resident Association have been consulted on a regular basis informally and formally via the Lancaster West Refurbishment Programme board. All three ward Councillors are invited to this board and receive written updates.

The proposed roof improvement works are funded in part by the government grant via the Social Housing Decarbonisation Fund Demonstrator, the cost of this package of works will not be recharged to leaseholders as this was a condition of the SHDF Demonstrator grant funding.

All leaseholders have been notified of this via a Notice of Intention that was sent out to all leaseholders on 10th January 2022. Leaseholders were provided with the opportunity to note any concerns or observations in relation to the scope of the works. No concerns were raised in response.

£14.9m  
Budget

#### Procurement and Contractor Performance

Procurement to provide professional services for a Contract Administrator has been completed in addition to the appointment of a Principal Contractor. No further procurement is required.

£14.1m  
Forecast

#### Programme Timelines and Interdependencies

Project to be complete by July 2025

Awaiting confirmation on building control to sign off additional load to Concrete Slab

£2.3m

#### Budget and Costs

Current Spend to date £2.3m

£800k Contingency Remaining

Forecast - £14.1m (construction cost)

Spend

#### Strategic and Operational Risks

Coordination with the DHN – ongoing internal meetings between the two teams avoid two contractors working in the same space

Scope creep and utilisation of contingency for additional works – Meetings between LWNT and the Contract Administrator to ensure new works included within the scope provide betterment to the overall scheme

# Lot 1 Main Works

## Hurstway Walk, Testerton Walk & Barandon Walk

### Executive Summary

The proposed refurbishment / retrofit works would reduce heat demand for every home in the Walkways; and as a result, improve the overall thermal performance of the blocks and help to make progress against Council commitment to become net-zero by 2030.  
Main Contract (to be let) – covers EWI, Windows, Block Entrances, staircases, Balcony Renewal, internal common areas upgrades  
Separate MEP led contracts (to be let) - will cover internal refurbishment elements for residents (full refurb) and leaseholders (MVHR, sprinklers and heating).

### Overall progress

On track and within budget

### Workstream summary

#### Resident Co-Design and Engagement

- Phase 3 (Final) resident engagement planned for mid-May 2024. Lot 1 has historically had the lowest engagement of the lots. Working with comms teams to formulate ways of increasing resident engagement.
- Commencing strategy to engage leaseholders. Work is not being recharged so no section 20 processes necessary.
- Push underway to accelerate resident take up of gas removal offer.
- Engagement required on all properties around decant provisions and programme for internal (MEP led) elements. Decants not anticipated for most residents for Windows/EWI.

£43m  
Budget

#### Procurement and Contractor Performance

- ITT issued on the 22 April with an 8 week tender return.
- Main contractor will be appointed via the SEC Framework
- MDC performance good. Governance approval required to appoint from stage 4 onwards Awaiting Lead Member signature.

£43m  
Forecast

#### Programme Timelines and Key Milestones

- RIBA Stage 3 ongoing – anticipated completion end of May 2024
- Planning Submission – anticipated May 2024, following incorporation of validated resident feedback from phase 3 consultations.
- Compilation of tender documentation for Main Contractor tender in place – to be issued on approval from Lead Member.
- Earliest Start on site likely to be March/April 25. Some works may be brought forward into Roof contract.

#### Budget, Forecast and Spend

- SHDF funding is split across roof works and main works. Exploring accelerating main works by putting portion into roof works, and provisions in main works contract for early spend by LOI.
- SHDF spend will only be met with renegotiation around match-funding requirements. Discussions with DESNZ to renegotiate.

£0  
Spend

#### Strategic and Operational Risks

- Multiple Concurrent contracts happening across the estate - Managing H&S of works with residents in-situ.
- Immediate adjacency to Grenfell Memorial site.
- Capacity to get all Leaseholder agreements in place for gas removal and all works necessary ahead of works.
- Slow decant programme for internal works means external works may complete ahead of MVHR/internals – risk of poor air quality / mould
- Coordination of main works with other contracts – roof works and heat-network. (logistics and sequencing)



# Lot 2

## Clarendon Walk, Camelford Walk, Camelford Court, Talbot Walk

### Executive Summary

The proposed refurbishment / retrofit works would reduce heat demand for every home in Clarendon Walk, Talbot Walk, Camelford Court and Camelford Walk; and as a result, improve the overall thermal performance of the blocks and help to make progress against Council commitment to become net-zero by 2030. There is currently not enough budget to build the whole of the lot.

Main Contract (to be let) – covers EWI, Windows, Lifts, Balcony Renewal.

Separate MEP led contracts (to be let) will cover internal refurbishment elements for residents (full refurb) and leaseholders (MVHR and heating).

### Overall progress

Delayed for governance and finance reasons

### Workstream summary

#### Resident Co-Design and Engagement

Phase 3 Resident engagement completed. Overall 73% resident engagement across three phases

- Communication commenced with external stakeholders – St Marks Care leavers, Early years Nursery, SUEZ, Notting Hill SafeStore
- Commencing strategy to engage leaseholders. Two blocks are recharging– S20 process will be required post tender return before appointing contractor. Two blocks not recharging works.
- Engagement required on all properties around decant provisions and programme for internal elements. Full Decants not anticipated for most residents for Windows/EWI.

£39m

Budget

#### Procurement and Contractor Performance

- Governance for Main Contractor Tender under way. Given funding constraints, lot will be divided into smaller contracts, with a "lot 2a" of ca. £11m to be tendered first.
- MDC performance good. Governance for new MDC appointments under way. There will be two MDCs on the project as the best-fit solution to the particular needs of this project.
- Lead memabr has signalled that she wants to see alternative approaches explored.

£11m

Available funds

#### Programme Timelines and Key Milestones

- RIBA Stage 3 complete and signed off.
- Planning Submission 27/3/24.
- Compilation of tender documentation for Main Contractor underway. No agreement yet on what can be issued for tender given budget constraints. Will add min. 2 months to programme.
- Earliest Start on site likely to be April 2025 for first phase. Length of time on site dependant on phasing

£39m

Forecast

#### Budget, Forecast and Spend

- Stage 3 construction cost plan review complete.
- Insufficient funds within overall current budget to build the whole of lot 2, hence proposal to split the lot.
- Alternative funding streams (GLA, UKIB etc.) are currently being actively explored.
- Risk SHDF funding deadlines will not be met. Issues around allocated budgets. Discussions with DESNZ underway to de-risk.
- Provision for early purchase of materials, and enabling works contracts for lift(s) if necessary.

#### Strategic and Operational Risks

- Complication and delay of funding/governance/S20 split/different SHDF streams means high risk of missing SHDF funding spend on lot 2.
- Capacity to get all Leaseholder agreements in place for gas removal and all works necessary ahead of works.
- Slow decant programme for internal works means external works complete ahead of MVHR/internals – risk of poor air quality / mould
- Coordination of main works with other contracts, especially heat network with lift pit and structural works. Potential claims on heat network contract, with delay to main contract works.
- Finding Valid governance route to tender main contractor, and for new fee agreements with MDCs. Delay to programme.

£0

Spend

# Lot 3

## Morland House & Talbot Grove House

### Executive Summary

The proposed refurbishment / retrofit works would reduce heat demand for every home in Talbot Grove House and Morland House; and as a result, improve the overall thermal performance of the blocks and help to make progress against Council commitment to become net-zero by 2030. Main Contract (to be let) – covers EWI, Windows, Balcony, walkway and staircase Renewal, Roof refurbishment and some EWI. Separate MEP led contracts (to be let) will cover internal refurbishment elements for residents (full refurb) and leaseholders (MVHR and heating).

Overall progress

on track

### Workstream summary

#### Resident Co-Design and Engagement

- Phase 3 resident engagement completed.
- Commencing strategy to engage leaseholders. Work is not being recharged so no section 20 processes necessary.
- Bin chutes retained following strong views of residents – removes last point of conflict.
- Push underway to accelerate resident take up of gas removal offer.
- Engagement required on all properties around decant provisions and programme for internal (MEP led) elements. Decants not anticipated for most residents for Windows/EWI.

£19m  
Budget

#### Procurement and Contractor Performance

- Tender information is issued on the 30th April 2024.
- Main contractor will be appointed via the Project Union Framework
- MDC performance good. Issues with previous governance documentation has prevented formal appointment. New governance approval required to appoint from stage 4 onwards.

£19m  
Forecast

#### Programme Timelines and Key Milestones

- Current delays to critical path due to extended governance process to get approval to go to Tender.
- Stage 3 complete.
- Planning Submitted 28/4/24
- With delays to tender governance, main contract start on site now Jan/Feb 25 Further delays will jeopardise SHDF spend.

#### Budget, Forecast and Spend

- Revised cost plan has been issued, and budget agreed by CAP. Contingency allowance within KDR should cover reasonable unforeseen.
- Procurement routes devised to spend funding and match funding by March 2025, but no apartments will be complete and lodged. I.e. Not ALL SHDF criteria can be met by current deadlines. Risk of clawback. Discussions with DESNZ to de-risk. Seen as reasonably small risk.

£0  
Spend

#### Strategic and Operational Risks

- Multiple Concurrent contracts happening across the estate - Managing H&S of works with residents in-situ.
- Capacity to get all Leaseholder agreements in place for gas removal and all works necessary ahead of works.
- Slow decant programme for internal works means external works may complete ahead of MVHR/internals – risk of poor air quality / mould
- Coordination of main works with other contracts. (logistics and sequencing)
- Delays to governance sign off for MDC appointment and MC tender.

# Lot 4

## Treadgold House

### Executive Summary

The project will deliver a whole-house refurbishment of the 38 homes at Treadgold House. This will include internal refurbishments, replacement roof insulation, a new External Wall insulation system and triple glazed windows and balcony doors. A building heat network including arrays of Air Source Heat Pumps and Solar Photovoltaic Panels with outbuildings for plant and equipment will also be installed.

Main Contract – Let to United Living (South) - Covers external building fabric, building heat network and majority of internal refurbishment.

Contracts let under separate budgets – Lift replacement (Guideline), IRS/Door Entry (TGA), Soil Remediation and SUDS (tbc)

### Overall progress

Programme due completion January 2025.

### Workstream summary

- **Resident Co-Design and Engagement**
- Treadgold House has typically had very high levels of engagement through co-design.
- In November 2020, 87% of households voted on whether they supported the higher level of investment and refurbishment of their block in line with the MustBe0 funding, of which 96% voted to support it.
- The block contain three non-resident leaseholder properties which are let on the private market. Arrangements have been made with leaseholders and tenants to temporarily decant to allow works to proceed.
- Preparations are now underway for engagement with returning resident to explain the use of their new building systems.

**£12m  
Budget**

### Procurement and Contractor Performance

- Main contracts to Untied Living (South) let under Fusion 21 Framework Agreement.
- Multi-disciplinary Consultant contract to RLB let under NHS SBS Framework Agreement.
- Contractor performance monitored with Employer's Agent (RLB) and through regular project and risk management meetings with LWNT team, Contract and Consultant.

**£12m  
Forecast**

### Programme Timelines and Milestones

- Current Contractor's Programme Practical Completion Date of 16th October 2024 – Anticipated delay to January 2025, resident return Autumn 2024
- Programme at risk due to delays to temporary decants of occupied properties and design coordination issues from Contractor.

### Budget, Forecast and Spend

- Spend on United Living (South) main contracts to date is £5,656,926.52
- Forecast costs for main contract are based on in progress review of an Extension of Time claim from the Contractor due to delays in decant of occupied properties.

**£5.7m  
Spend**

### Strategic and Operational Risks

Programme risks remain where two properties have not yet been decanted – Discussions are ongoing with tenants and lettings team to deliver decants Contractor design coordination issues continue to cause delays – Monitoring and regular review are ongoing with LWNT and RLB project management, professional consultant and Clerk of Works teams.

# Lot 5

## Camborne Mews

### Executive Summary

Camborne Mews project will deliver roof renewal with green roof and PV panels, triple-glazed windows replacement, masonry repairs, drainage repairs, communal electrics rewiring, fire strategy/block signage, asphalt balcony repairs, redecoration works, bin locations, landlord's communal lighting and fittings and communal decorations. The following items will be integrated into the works to Camborne Mews, but will be carried out by others, and will include door entry systems, lighting, CCTV, landscaping works including level access to communal areas, plumbing and heating, below ground drainage and new kitchens & bathrooms. The date for commencement of works to Camborne Mews is to be confirmed. In the meantime, we will be procuring the services of MDCs to carry out RIBA stage 3 and 4 design works for Camborne Mews.

### Overall progress

ON HOLD

### Workstream summary

#### Resident Co-Design and Engagement

During the design process, options and samples were provided to enable the residents to make informed choices. Their preferences will be incorporated into the design and the outline specification for Camborne Mews. The following engagement was carried out: Phase 1 – Initial Design Ideas (12th August 2021) - 31%. This was a pre-recorded webinar used to present residents with design options following their top 10 priorities and previous LWNT co-design engagements. Phase 2 - Emerging Preferences and Choices (13th July 2023) - 65%. Following the resident feedback on the measures proposed in phase 1 and co-design events the scheme was developed further to Phase 2 – Emerging Preferences and choices. The next step of the Co-Design will be the Phase 3 Finalising Detailed Designs.

**£4.4m  
Budget**

#### Procurement and Contractor Performance

Procurement to provide MDC Services for Camborne Mews, currently in progress.

**£1m  
Forecast**

#### Programme Timelines and Milestones

We are in the process of procuring multi-disciplinary consultancy services (MDCs) for RIBA stages 3 - 4 design services for Lot 5 Camborne Mews. Dates tbc for project commencement and completion.

#### Budget, Forecast and Spend

The estimated budget for Camborne Mews is £4.6m (based on the previous MDC proposal).

Current spend to date is £748k (which includes consultancy, voids and M&E services).

**£748k  
Spend**

#### Strategic and Operational Risks

As part of the Camborne Mews project, we work in conjunction with the Heat Network Team and TACE and have regular updates and meetings to ensure that all logistics have been put in place so that this does not affect works taking place in Camborne Mews as well as for the Heat Network Programme.

# Lot 6

## Verity Close

### Executive Summary

Verity Close project will deliver the installation of external wall insulation (EWI), roof renewal and insulation, upgrading existing single-glazed windows to new triple-glazed windows, new airtight skylights, rainwater goods, new insulated, airtight doors, solar photovoltaic panels, mechanical ventilation with heat recovery (MVHR) system and internal refurbishments. In addition, the following will be included for Verity Close flats. Alterations to existing bin storage, new flat entry system, and improvements to communal areas.

Overall progress

ON HOLD

### Workstream summary

#### Resident Co-Design and Engagement

This engagement programme included workshops, meetings, and ideas days where residents could voice their opinions. During the design process, options and samples were provided to enable the residents to make informed choices. Their preferences will be incorporated into the design and the outline specification for Verity Close. Design items that will be finalised during the Phase 3 Consultation will be for external doors, letterboxes, recycling bins and communal entrance décor (for the flats) on Verity Close. The Lancaster West Residents' Association have been consulted on a regular basis informally and formally via the Lancaster West Refurbishment Programme board.

£7  
Budget

#### Procurement and Contractor Performance

Procurement to provide MDC Services for Verity Close, currently in progress.

#### Programme Timelines and Milestones

Procurement for the appointment of MDC services for Verity Close. The consultants will be appointed to provide multi-disciplinary services from RIBA Stages 3 to 4, as well as consultancy services for the pilot property from RIBA stages 5 to 7. Once appointed, the MDCs will produce a revised programme of works.

£1m  
Forecast

#### Budget, Forecast and Spend

The proposed budget for Verity Close is £7m (based on the previous consultant's proposal). The pilot property works has been allocated a budget of £225k.

£976k

#### Strategic and Operational Risks

As part of the Verity Close project, we work in conjunction with the Heat Network Team and TACE and have regular updates and meetings to ensure that all logistics have been put in place so that this does not affect works taking place in Verity Close as well as for the Heat Network Programme.

Spend

Current Risk: Sourcing a decant property for the tenants of the pilot property.



**END**