



The Walkways Refurbishment Delivery Strategy

Summary of challenge

The upcoming full refurbishment of the Walkways will be LWNT (and RBKC Housing Management's) largest capital works project to date.

There is an opportunity to apply learning and effective practice from a range of other projects, completed and ongoing:

1. Internal refurbishment programme
2. Notting Dale Heat Network
3. Roof replacement programmes
4. Treadgold House
5. Video Door Entry programmes

We are developing a bespoke Delivery Strategy for the Walkways, applying that learning and preparing for the scale and complexity ahead.

Delivery Strategy Objectives

Deliver the refurbishment

Deliver the 21st century co-designed refurbishment that is carbon neutral by 2030, with high-quality commercial, financial and contract management.

The best possible resident experience

Work with and support residents through a period of significant disruption – ensure they are satisfied with the quality of the work and the process to delivering it.

Minimising noise, dust, and concerns about materials.

Decarbonise our homes and operations

Decarbonise all homes, and meet grant funding targets for energy use, removing gas a fuel source from all homes by 2030 (which currently accounts for over 80% of emissions for the Walkways).

Summary of challenge



Programme Board: Oversight & strategic decisions



Delivery Team: Construction & sequencing



Housing Needs: Casework & decants



Digital Team: Data, dashboards & twin maintenance



Comms Team: Resident engagement & updates

Workflows

Quality of experience and of works



Programme



Commercial and Financial



Housing needs and Respite



Communications



Dataflows and Data Stores



Gas Removal



Consent and Access



Measures of success (indicative)

% of residents satisfied with works

progress vs programme

spend vs budget

Understanding and meeting resident needs

% of residents aware

% of data collected

% of gas connections removed

% of access refused

Planning and preparation so far

- **Pre-contract work and analysis with contractors has taken place** to understand nature of works, sequencing and programming to minimise disruption and re-location of resident.
- **Works packages requiring access identified:** Undertaking surveys (General Condition, Asbestos, Windows), Window Installation, Terrace Doors, MVHR Systems, Sprinklers, Kitchens & Bathrooms.
- **Review of decant and friends and family policies** has been undertaken.
- **Respite offer has been updated** to reflect more current offer.
- **Learning from Treadgold House has been incorporated into planning and 15 additional properties expected to be available for use** after completion of works to Treadgold House.
- **Your Refurb. Your Choice Survey** being prepared to get more insight into what residents needs are.
- **LWE Refurbishment Programme equalities impact assessment has been re-run** to understand how the works will affect our residents.

Decant & Respite Needs Analysis

The Refurbishment Programme **Equality Impact Assessment** for the Walkways blocks (Lot 1) has highlighted potential groups of residents who are more likely to be impacted by the refurbishment works based on their protected characteristics than others.

This baseline data as an initial outlook will help LWNT to assess the level of decant and respite needs for the refurbishment of the Walkways blocks.

Using the findings of the equality impact assessment, the different groups of residents have been assessed as potentially either requiring respite options, or a decant move altogether.

Decant & Respite Needs Analysis

Potential Respite and Needs

- **School aged children - aged 17 and under** (13.6% /54 households)
- **Older residents - aged 65+** (5.5%/ 83 households)
- **Those with disabilities and or long-term ill health** (13.9%/ 80 households)
- **Those aged 65+ with disabilities and or long-term ill health** (4.6%/ 27 households)
- **Those who are pregnant or at maternity stage**
- **Grenfell bereaved and survivors**



Decant Strategy

Reasons for temporary alternative accommodation

- Accommodations and adjustments are needed in line with the needs of household members (eg respiratory conditions aggravated by dust, noise)
- To maximise health and safety (including where there are health needs present and including reliance on medical equipment)
- Complexity factors (whether household- or property-related)
- Where moving multiple homes simultaneously is required for safe and efficient phasing of works

Drivers Legislative/Regulatory

- Service Quality and resident commitments
- Landlord and Tenant Act
- Housing Acts
- Health and Safety
- Housing Ombudsman expectations (major works)

Benefits of temporary alternative accommodation

- Residents feel supported/stable
- Stress levels are reduced
- Continuity of services (cooking, bathing)
- Works are more efficient (sequencing, co-ordination and pace of delivery)
- Refusals are reduced
- Costs associated with skipped or abandoned works are minimised

Alternative accommodation option exploration

Promoting and supporting our existing successful options:

- Friends and Family scheme

Increasing supply of accommodation for temporary use:

- Renting Student Accommodation out-of-term

Investigated but concluded as unviable options:

- Temporary 'pod' accommodation
- Property Guardianship (for adult members of households)

Your Refurb. Your Choice Survey

As part of our planning for refurbishment in The Walkways we will visit each household with our contractor and survey them to find out:

- Household composition
- Extra support needs and vulnerabilities
- Respite and Decant needs
- Housing needs information
- Other support needs
- Equalities information

This information will help us better understand what residents need, what decant options are required and to fill gaps in our data.



Respite

Hurstway Walk, Testerton Walk & Barandon Walk

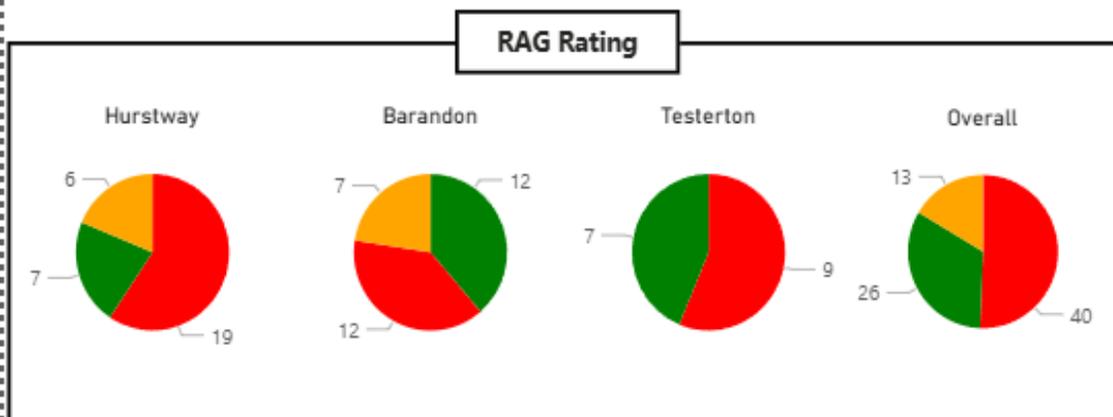
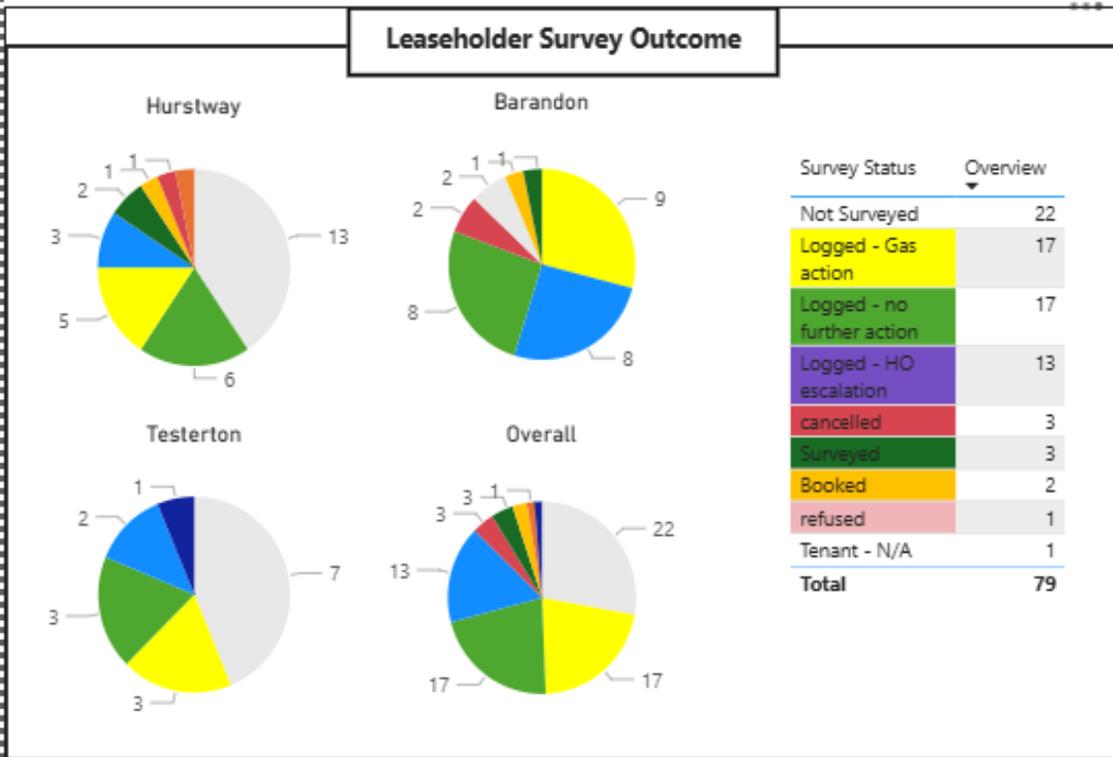
- Permanent Decants
- Temporary Decant Scheme
- Friends and Family Scheme
- Respite flats for daytime (only) use
- Noise cancelling headphones
- Free 3-month gym passes
- Free tickets for local attractions

New for 2025-December 26

- Free ad hoc nursery places
- Free lamp offer - to improve indoor lighting if needed



Digital Twin has been developed with overlays of resident information to give more visual representation of resident needs and the potential impact of works



Block: Survey Status: Resident Group: Module:

HMO: Archetype: Home Ownership Ref.:



Managing Noise and Disruption – scaffold hoist chains

Noise: Noticeable noise from the chain during hoist operation, especially when the door is released.

Mitigation: Rubber mats installed at the base reduced most contact noise but made chain noise more apparent.

Lessons Learned:

- Fabric sleeve works as a reactive measure but could be cut shorter for a neater finish.
- Future improvement: use pre-built chains with weather-resistant PVC (blue) or black nylon sheath - Amber confirmed these can be ordered for upcoming projects.



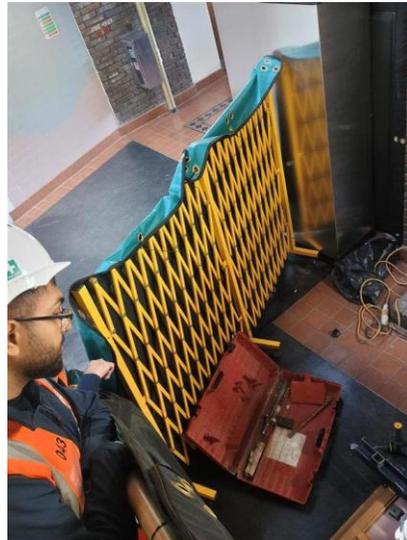
Managing Noise and Disruption – acoustic barriers

Noise: Created by tools in main programme of works

Mitigation: Acoustic barriers installed as a supplementary measures, especially in tight or confined areas which we will have in the walkways during the main works.

Lessons Learned:

Additional or alternative methods may be needed to address direct noise transmission. As expected, direct noise will still be prominent meaning complimentary.



Managing Dust and Disruption – Tak Pads and Filters

Dust: Caused by works in main programme

Mitigation: Sticky (Tak) mats and dust bag and filters in use to reduce and restrain airborne dust to the areas of work.

To stop dust from being tracked into clean areas, **sticky mats (called Tak Mats)** and barrier zones are installed at key access points - such as outside properties undertaking void works and internal refurbishment. Outside, skips are covered when not in use, and materials are lightly dampened during disposal to minimise airborne dust.

