

### Summary

## Refurbishment Steering Workshop

9<sup>th</sup> May 2019

### Attendees

29 residents attended, plus:

James Caspell	Neighbourhood Director (LWNT)
Stephen Jacobs	Governance and Scrutiny Lead (LWNT)
Elpida Andreou	Programme Manager (LWNT)
Chris Binns	Project Manager (LWNT)
Fiona Williams	Refurbishment Project Officer (LWNT)
Meriem Bellaflkih	Refurbishment Project Officer (LWNT)
Laura Williams	Ministry of Housing, Communities and Local Government

### Overview

A steering workshop was held on Thursday 9<sup>th</sup> May 2019 that included Block Representatives, Lancaster Residents' Association Committee Members, and other residents of Lancaster West Estate who had previously shown an interest in procurement.

The purpose of the workshop was to discuss options in relation to the procurement for the refurbishment programme, and the processes we need to go through to design and deliver the estate wide refurbishment over the next 3 to 5 years.

James Caspell thanked everyone attending, and confirmed the commitment, from the Lancaster West Neighbourhood Team, to include residents at all stages of the refurbishment programme, including procurement.

By actively promoting and involving resident engagement throughout the process, this would include the procurement of technical design teams, safety experts, as well as the selection of building contractors to carry out the works later in the programme.

A draft programme tabled at the meeting showed a number of phases in which works could be delivered depending on the level of funding. These are based on resident's priorities and estimated costs provided by the consultants. James stated that whilst in pursuit of a maximum level of funding we also need to get on with surveying and identifying works on a block by block basis in readiness..

Overall, it was clear that residents wished to have a high level of choice and engagement through the procurements processes to select those who will design and deliver the refurbishment. There was a clear preference to maximise quality criteria compared to price, minimise the use of sub-contractors, and for resident to be involved in the following aspects of the procurement process:

1. Selection of contractors to invite to tender
2. Designing the criteria and questions for scoring
3. Scoring and interviewing contractors
4. Seeking independent advice on design and contract management

## Delivery of the Refurbishment Works

A slide show presentation by James Caspell, Elpida Andreou and Chris Binns, set out who we need to help us plan, design and carry out the works and how we select them (copy attached).

This was described in 2 steps, starting at step 1, choosing the designers and following on to step 2, choosing who delivers the work. Designers include the safety and technical experts to survey, design, specify and prepare tenders and manage and monitor the contractors on site. The contractors - meaning the builders and their teams who will undertake the construction works - manage health & safety on site and liaise with residents on a day to day during the works.

Residents were given the opportunity to ask questions throughout each presentation and subsequently split into 4 groups. More detailed information on the procurement process was available. Each table was provided with a set of matrices to provide group scores against procurement and the level of resident engagement they want in the procurement of the design team and contractor as follows:

- **Progress versus choice** - Where residents were asked to decide which areas they wanted the LWNT team to progress quickly with, and in which areas they wanted more choice albeit a lengthier procurement process.
- **How much engagement** - Where residents were asked to decide on how involved they wanted to be in selecting, agreeing and engaging the designers and the contractors.

The results were discussed openly at the meeting and are shown in a copy attached to this report.

## Discussion – Residents’ Views and Comments

During the open discussions, there was great emphasis on health and safety and a loss of trust in light of the tragedy, but also resident experiences of major works in the past. It was agreed by LWNT and residents, that working together, presenting clear information and being transparent throughout the decision-making process, will hopefully build trust in the team and drive the success of the refurbishment works.

Below are statements made by residents and captured for reference by LWNT who will be responsible for delivering the refurbishment works.

“Quotations” indicate actual statements from residents

- “Health & Safety trumps cost”, “safety is paramount”, “we want reassurance of health & safety”, “foundations should be paramount”
- Resident involvement is very important
- Transparency across all elements of the project is vital
- Residents need to be seen to be listened to
- Quality assurance and monitoring is imperative
- “Costings make me nervous” (Leaseholder statement)
- “Health before refurbishment”
- Having the right people attending meetings who can answer specific questions such as leasehold services and Central/Local Government regarding soil, air and asbestos.
- “We don’t feel that leaseholders should have to pay for the refurbishment, our properties have gone down in value since the fire”

## Procurement

What you asked	What we’ll do
<b>When will the heating be done?</b>	Once we have established the technical team they will provide the options and necessary information to help you and us decide the best system for your blocks. The heating will be considered together with all other works planned and prioritised against the available budget. Residents will be included throughout this decision making.
<b>Will those with communal heating remain on the communal system?</b>	During previous consultation events, many residents agreed that they would prefer to remain on a communal heating system. However, the options that will be presented later on in the programme will give residents the opportunity to reaffirm or reconsider every available option.
<b>Will we see the tenders?</b>	Yes, residents will be able to view the tender documents and participate in the quality evaluations.
<b>Can block representatives be involved in meetings with contractors?</b>	Yes, this is an integral part of our resident involvement and decision making process.

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**There are 16 different buildings on the estate can we have steering groups with similar buildings types together i.e. for windows and roofs?**

Yes, the programme is currently split up into 4 projects based broadly on location, type of buildings and similarity of potential works. Moving forward our intention is to have separate steering group meetings for each of the 4 projects. This will allow them to be more focused and meet specific needs.

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**How do you keep account of the main contractor who outsources work to sub-contractors? i.e. how will you monitor quality, accountability and process? And can we request that contractors sub-contractors are known at the earliest stage as part of the tender?**

It is not uncommon for large contractors to include some sub-contracted works as they will not have all the specialist skills in-house.

However, contractors are responsible, under the legal contracts they sign, to monitor and manage their subcontractor's performance, quality, workmanship and health and safety throughout the works and to completion.

We will seek the list of potential subcontractors to be part of the tender submission, and as much as possible look to maximise the use of direct labour.

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**Will you have a Clerk of Works who is employed in-house aside from the contractor's site manager?**

A number of Clerk of Works, who may be in-house, will be appointed prior to the works commencing on site.

They will be allocated to a project and responsible for inspecting the works to ensure they comply with the specifications, building regulations and to the standard agreed. They will also report on progress and delays and highlight and report any health and safety concerns.

Our own preference will be to have an in-house Clerk of Works.

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**Nobody normally comes to inspect the works once completed, who does the snagging?**

The Clerk of Works will complete a final inspection with the building contractor and any draw up a list of any outstanding, incomplete or unsatisfactory works. The contractor will have the opportunity to complete all items on the list and a further inspection will be done to sign them off. The

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	<p>Technical Lead will also attend the final inspection where if satisfied will sign off the works as complete.</p>
<p><b>Can we have separate meetings for example with heating for those with communal heating and those on individual boilers?</b></p>	<p>Yes, it would be more beneficial to have meetings/steering groups with those residents who are directly involved in the particular planned works.</p>
<p><b>Are there penalties that contractors, can they be charged if they do not perform.</b></p>	<p>The contracts will include penalty clauses, that allow clients to claim any losses through delayed or unsatisfactory works. The Technical team will have an appointed person referred to as the Contract Administrator(CA) that will manage this process. The CA will also value the works every month and recommend the amounts due to the contractor. For example, a 5% deduction can be made to the monthly payment and held until satisfactory completion of the works. 2.5% is then paid with the remaining 2.5% held for a 12-month period.</p>
<p><b>Can we see the list of proposed contractors so we can research them?</b></p>	<p>Yes, we will share the lists for both the technical teams and the building contractors at the appropriate times.</p>
<p><b>Some residents are not as out spoken or do not get involved. How do you plan to engage them?</b></p>	<p>Block Representatives are responsible for actively working with residents in their block. We would expect them to keep residents updated, share information and gauge feedback/ opinion on matters that will affect their individual block and homes. Block representatives should bring any feedback/opinion back to the steering group meetings.</p> <p>Understandably this is not always easy so to support Block Representatives we are in the process of recruiting Resident Engagement Leads. They will be responsible for engaging and communicating with residents making sure consultation is reflective of their views.</p>

Furthermore, and in addition to our current newsletter and works specific letters, we will soon be launching our new LW website and a LW smart phone application for information sharing. We have also launched an Instagram channel to good effect.

**With resident engagement posts there should also be opportunities for those who want to volunteer their own time.**

We would certainly welcome volunteers to assist in resident engagement.

**Who will draft the contract for the contractors? Are you hiring a contract lawyer?**

Generally, RBKCs legal team would carry this out but if the residents wish this to be independently then external contract specialists could be appointed.

**Can we have clauses in the contract to enable us to halt works or impose penalties should a contractor not be performing satisfactorily.**

A contract lawyer would be in a position to advise us on these matters and the impact these may have for tendering.

**Can residents to be involved in the scoring and choosing of contractors.**

Yes, it is our intention to include residents on the interview panels.

**Can we have an independent advisor to help residents make decisions? Will you pay for this?**

Yes, we will discuss this with the GLA and London Tenants Federation to clarify options.

**Can residents be on the recruiting/ selection panels?**

Yes, we hope to receive interest from those who would like to sit on panels and will offer in depth training as required.

### Related issues not specific to procurement

What you asked	What we'll do
<b>When will the Asbestos be moved from the Grenfell site?</b>	The independent Site Team are currently leading on the removal of the asbestos from the Grenfell Tower Site. Communication will be had to enquire whether there are any updates on the removal. We will keep you informed of any responses received.
<b>Will the fob access be upgraded on the walkways as the internal fobs have been left inactive?</b>	The adjoining walkway fob access had remained deactivated due to some residents not wanting to walk past the 300s blocks. Door entry systems are part of the intended works and shall be installed as part or alongside the refurbishment programme. How fob access will work will be agreed with residents.
<b>Will we keep having the same type of meetings where fundamental issues such as safety in the air and soil, asbestos and costing cannot be answered?</b>	Our goal is to move forward with meetings so we do not have reoccurring issues that have not been dealt with. Where issues fall outside of our remit and may not yet have a resolution we will provide the relevant contact details of those who may be able to help.
<b>Can we have the list of concerns raised today set against the appropriate departments we need to contact for responses/ actions?</b>	Yes, we will prepare a list of the departments and persons dealing with the relevant concerns.
<b>Can we have a meeting for leaseholders to look at costs and the % discounts currently offered? Leaseholders also want the process of agreeing the works and selection of products to be transparent. E.g. quality versus cost. And to how these</b>	Separate meetings will be arranged with leaseholders to discuss the proposed works later in the programme.  Literature, currently in preparation, will be sent to all leaseholders in June/July 2019, setting out discounts and payment options that will be available.

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choices impact on leaseholder charges.

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**Repairs and new works should use quality materials and be completed to a good standard so that we are not raising repeated repairs in the future.**

Quality assurance is paramount in the materials and components used. Most newly fitted items will have warranties. Our aim is to provide and use materials/products that are robust and have longevity, and this is an ongoing process.

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## Outcomes

The consensus from residents was that on matter concerning health and safety, fire risk and building contractors who will be undertaking the physical works, they would like a high degree of choice and engagement. On design specialists proposing different options, choice and engagement were also important, but to a lesser degree.

It was agreed that frameworks could be used where choice is abundant and residents were happy that quality criteria is met.

Residents participated well and worked collaboratively in their groups enabling them to reach agreement on the scoring matrices. In addition, residents openly voiced their concerns, experiences, priorities and expectations for the refurbishment and future meetings/ venues. Stressing the importance of clear information and transparency at all times, a number of ideas were generated, such as an independent design and contract advisor.

This session was highly valuable and will help the Refurbishment Team tailor future consultation/ engagement with residents. Meanwhile the team will endeavour to deliver on agreed outcomes from these meetings, with a 'You said we did' approach to ensure accountability.