



## Grenfell Tower Refurbishment – (Draft) Revised Brief at June 2013

**Project Title:** Grenfell Tower  
**Appleyards Project Reference:** 11833.12.JOB.PM  
**Project Address:** Grenfell Tower, Grenfell Road, London, W11 1TQ.

**Client:** Kensington and Chelsea Tenant Management Organisation  
**Project Sponsor:** Peter Maddison

### Description of the Project

The project concerns the refurbishment of Grenfell Tower, a 1974 tower block within an area called 'Lancaster West' – a housing estate within the Royal Borough of Kensington and Chelsea ("RBKC"). Lancaster West also contains 3No 'finger' blocks that are connected to a central district heating system, contained within the basement of Grenfell Tower.

The tower is a supplementary project adjacent to a new build academy and leisure centre ("KALC"), managed by Appleyards and with the same client team and project team. The public realm that borders the new and refurbished tower will also require extensive landscaping and redevelopment which is part of the KALC project.

Grenfell Tower is a free hold asset of RBKC, but managed by Kensington and Chelsea Tenant Management Organisation ("TMO"), and in turn maintained by the Estate Management Board ("EMB"), a voluntary resident association.

Grenfell tower comprises 120 units, of which 118 are occupied. TMO have confirmed that works to resident's flats are to be phased. Large scale decanting is not possible. Residents will be offered respite flats however they must be able to stay in their flats during works should they wish and occupy their flats at the end of each day of works (subject to asbestos works).

### Primary Project Driver

The primary driver for the project is value for money in accordance with Appleyards statue report addendum issued on 24<sup>th</sup> May.

### Budget

At May 2013 RBKC has confirmed funding of £8.5 Million for construction costs. The overall project budget is X

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The grant was approved for the works because the project was reviewed alongside other refurbishment projects in the context of short-term and long-term gain. When reviewed as a long-term strategy Grenfell Tower was seen as benefiting most from refurbishment works, and as such will need to be seen as a 'legacy' for the borough.

Ancillary costs (professional fees etc.) have been agreed to date and at the time of writing the brief future fees and abortive remobilisation costs are being negotiated with professional firms. The various consultants will be invited to re-submit fee proposals once the extent of revision of the scope of work has been confirmed.



The TMO are to clarify arrangements / opportunities in connection with the application for other sources of funding, such as British Gas Eco funding provision.

### **Contract and Procurement**

The professional team are to be re-appointed for the re-briefed project. A Principal Contractor is to be tendered to demonstrate best value and suitability for tenant refurbishment works.

The likelihood is that a negotiated Design and Build Contract will be implemented, relying on robust Employer's Requirements.

The design team who have been involved with the project to date will remain appointed and will continue through to project completion. Previous plans to novate all designers to the Principal Contractor are to be reviewed. Appleyards, who had previously acted as EA / QS will take on a full PM / EA role in addition to their QS responsibilities and will fulfil the Lead Consultant role.

It is intended that the delay arising from re-scoping the project at this stage will enable an extremely thorough investigation and survey / validation of systems within the tower prior to commencement of construction. The re procurement of the Principal Contractor will delay the start of works however this time can be utilised to conduct the surveys which can then be included within the tendering package.

### **Stakeholders**

There are a large number of stakeholders for Grenfell Tower, which must be managed effectively. At present there have been a number of resident liaison meetings chaired by Studio E to test proposals and gauge what is important to residents.

- RBKC –Cllr Rock Fielding - Mellen;
- RBKC – Laura Johnson
- TMO – Project Sponsor;
- Grenfell Tower Residents – represented by EMB (containing a number of prominent vocal figures, 12No of which are leaseholders) and the Estate Residents' Committee;
- Lancaster West Residents – Grenfell Tower and 3No 'finger' blocks, joined within the public realm and are connected to a central district boiler;
- Family Centre and Crèche for Grenfell Tower;
- Boxing Club – The club contains a number of renowned fighters and has achieved a grant in principle from the Amateur Boxing Association;
- KALC team – Co-ordination is key here in line with Programme
- Verity Close Residents – Adjoining residents from the neighbouring Lancaster Three estate, who are invited to residents' liaison meetings.
- Estates management team at Grenfell Tower

### **Scope**

From inception of the project until the end of April 2013, the Grenfell project has proceeded to a point where a notional RIBA stage D design had been developed. However, it had become clear that the design developed was not capable of being delivered within the required budget limits. Also, the client brief had changed with the desire to accommodate some significant alterations.

The origin and impact of the inability to conform to the set budget and the desire to alter the project brief is summarised in Appleyards Status Report, issued to the TMO on 23<sup>rd</sup> April 2013.

As a consequence of Appleyards recommendation in the above report, the project has now been placed on hold pending a review of the design and various VE options already identified to bring the revised project within a revised scope.

Original Scope Inclusions:

- Improving heating, *either*
  - Replacement with individual gas *or*
  - Replacement with individual electric *or*
  - Overhaul existing district *or*
  - Replace existing district
- Replacement windows;
- Over-cladding external elevations to improve appearance and insulation;
- Reconfiguration of internal accommodation, enclosure of current external podium space, and demolition of escape stair, which at optimal layout will achieve:
  - Centralised estate management and reception back to the tower;
  - Office accommodation to be provided at walkway level;
  - Relocated crèche and provide defensible external play area;
  - Relocated boxing club to walkway level;
  - 7No additional units (4No 4-bed and 3No 3-bed);
- Revitalised pedestrian and vehicular link within the public realm;
- Landscaping works to adjacent garages and children's play park.

A Value Engineering and review meeting was held on 8<sup>th</sup> May 2013. These proposals were reviewed by TMO and the following agreed.

Proposal	Savings
Cost options for heating proposals. Several options were proposed but the recommendation from Max Fordham is  Omit – heat pumps, gas supply up building from basement to roof, central hot water, meters where included.  Add – new gas boilers to basement for Grenfell tower only (where existing), heat interface units with meter included.	-200k
Cold water alternative design that will omit refurbishment of cold water tanks on roof and add new tank into basement with pumps to supply building.	??
Omitting the lift and bridge access from Grenfell to the finger blocks	-£42k -£10k
Change of internal and external light fittings to lower specification and from LED to conventional.	-£155k
Complete omission of any works to existing garages, bin store and strip out existing and install new trespa cladding to existing undercroft	-£531k
Reduce high level cladding from 4m to 2m on roof of building – reducing the crown	-£40k
<b>Total</b>	<b><u>£978.000</u></b>

The following additions were proposed to the project scope:

Potential cost of alternative access to walkway level in finger blocks (if planning insists on this due to removal of stepped ramp).	£ 20k
Keep in Under-croft soffit to include uplighting and downlighting with new suspended ceiling to cover.	£ 60k
Communal decorations (estimated cost from Keystone)	£ 216k
Allowance for moving nursery to temporary location, storage cost, removal company	£10k
Upgrade door entry system (existing system will need to be moved anyway to allow for any works)	
(option 1) Total cost of all systems on Lancaster West 1,	£ 123.773k
(option 2) Total cost for all systems on Lancaster West 3,	£ 53.428k
<b>Total assuming Option 1 for door entry</b>	<b>£429.773k</b>
<b>Appleyards stage D cost plan, 4th April excluding Preliminaries and Contingency</b>	<b>£7,477,269</b>
<b>Minus Value Engineering options</b>	<b>£978,000</b>
<b>Total</b>	<b>£6,499,269</b>
<b>Add 15% Preliminaries and £765k Client's Contingency</b>	<b>£1,739,890</b>
<b>Total construction cost excluding additions</b>	<b>£8,239,159</b>
<b>Total construction cost assuming all additions (option 1 door entry)</b>	<b>£8,688,892</b>
<b>Difference from construction budget</b>	<b>-£188,892</b>
<b>Overall project funding TMO</b>	<b>??</b>
<b>Additional funding – British Gas ECO funding</b>	<b>??</b>
<b>Professional fees</b>	<b>??</b>
<b>Surveys</b>	<b>??</b>
<b>Construction costs</b>	<b>£8,688,892</b>
<b>Total overall project costs</b>	<b>??</b>
<b>Difference between funding and costs</b>	<b>??</b>

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#### Client Success

No alterations have been made to the following success criteria at May 2013 and shall be subject to review in a meeting to be held in the coming weeks:

- Provide additional units to modern day standards;
- Reducing overheating and improving thermal efficiency;
- Give residents individual control over their flat heating;
- Increasing the number of units contained within the tower;
- Improving the appearance of the Grenfell building
- Project is coordinated with KALC project
- Reduce ongoing maintenance costs for TMO (decoration to the communal areas) and
- At the conclusion of the project satisfied residents, boxing club, nursery and office staff.

#### Risks and Issues

A risk workshop is planned to be held in June to review the risks contingent on the project, especially in light of the changes arising from the requirement to alter the scope of the work.



### Timeline and Interfaces

A revised programme will be issued on confirmation of the re-design associated with the re-scoping of the project.

It is clear that the previously advised, desired completion date of august 2014 will not be achieved due to the revisions to the scope of the project currently under consideration.

A revised project programme will be issued once the re-design activities have taken place and the extent of any alterations and their implications are known.

### Project Team

<b>Client:</b>	Peter Maddison – TMO
<b>Project Director:</b>	Simon Cash - Appleyards
<b>Project Manager:</b>	Robert Powell & Philip Booth – Appleyards
<b>Cost Consultant:</b>	Chweecheen Lim – Appleyards
<b>CDM-C:</b>	Keith Bushell – Appleyards

<b>Architect:</b>	Bruce Sounes – Studio E
<b>Structural Engineer:</b>	Stefano Strazullo – Curtins Consultants
<b>M&amp;E Consultant:</b>	Duncan Campbell – Max Fordham
<b>Landscape Architect:</b>	TBA

**Signed (Project Director):** \_\_\_\_\_

**Approved (Service Stream Director):** \_\_\_\_\_

**Date:** \_\_\_\_\_

Main document changes and comments		
Page 1: Commented [PB1]	Philip Booth	10/06/2013 16:04:00
Paul Dunkerton to advise.		
Page 4: Commented [PB2]	Philip Booth	10/06/2013 16:23:00
PD to breakdown costs for just Grenfell		
Page 4: Commented [PB3]	Philip Booth	10/06/2013 16:26:00
PD to advise total funding		
Page 4: Commented [PB4]	Philip Booth	10/06/2013 16:27:00
PB to ascertain funding from British Gas		
Header and footer changes		
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Endnote changes		