
From: Claire Williams <clwilliams@kctmo.org.uk>
Sent: 20 March 2015 17:04
To: REED Neil
Cc: VALENTE Nick; LIM Chweecheen; M.Smith@maxfordham.com; d.campbell@maxfordham.com
Subject: RE: RBKC TMO - Grenfell Tower - HIU
Attachments: 11833 FS 07..pdf; Progress Meeting Minutes 11th December.docx

Neil

Thanks for this.

I can find no instruction about relocating the HIU to the hallway, please see financial statement 7 which itemises any instructions.

In meeting minutes no 6 from 11 Dec 2014 attached, item 2.3 refers to the changing location of the HIU. There is no mention of costs. If you can talk to Chweecheen about any financial impact this would be useful; and can I have some feedback by early next week please?

Otherwise I have put in red a quick response to your salient bullet points.

I hope this is not too daunting for your first week on the project! Have a good weekend.

Claire Williams
Project Manager



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From: REED Neil [mailto:neil.reed@uk.arteliagroup.com]
Sent: 20 March 2015 16:20
To: Claire Williams; M.Smith@maxfordham.com
Cc: d.campbell@maxfordham.com; VALENTE Nick; LIM Chweecheen; BUSHELL Keith
Subject: RBKC TMO - Grenfell Tower - HIU

I have digested this.

I would comment as follows – noting some points are written deliberately as questions:

1. At tender Rydon has priced a cupboard solution? **yes**
2. This is probably what has been sold to residents – they are expecting this? **Residents were consulted Dec 2013/Jan 2014 on the basis of the tender design. Some residents had reservations as they had built kitchen units over the cupboard. We have done subsequent consultation in Dec 2014/Jan 2015 when our M&E contractor was on board and the hallway solution was arrived at – we have also spoken to residents and put information in the monthly newsletter.**

3. Following the identification of various risks and issues Rydon has sought to suggest a hallway solution is a better solution.
4. I would tend to agree with all the points they have made – although some of the language may be in need of further simplification if it is to be shared with residents
5. This essentially explains that TMO is wishing to ‘change the plan’.
6. Some residents are behaving cynically. They see the change as something that benefits TMO and not the residents. This perception is subjective, incorrect but it is their reality nonetheless – right or wrong.
7. We need to communicate what we are doing, clearly, simply and with the genuine conviction that this is in the residents interests. With hindsight we may have gained advantage by having resident representation on the team – maybe we already have? Is this working.....if not why not....as there will be other problems around the corner that will need managing in the same way? **Project has a long history, with scheme deferred and re-started. Historic consultations caused scepticism when scheme did not happen. Survey done on consultation methods showed most people preferred individual consultation, mainly because any meetings were dominated by 1 or 2 vociferous residents and alienating others. I will talk this through with you.**
8. How we do this will determined by the governance arrangements TMO has in place to communicate formally with its residents. I am not familiar with the channel, process or people. I may not need to be as my / our role is limited EA/QS/CDMC? **After our visit on Monday, meeting with my Director, Head of Neighbourhood Management and Communications head to ‘turn the tide’ by coming up with strategy due. We produce a monthly newsletter so this will be one element of a potentially multi-faceted approach.**
9. The key issue is – change is necessary and for the benefit of the project, residents, maintenance team and other stakeholders.
10. What are the other facts we need to know? Has the change resulted in a cost saving and is this consequential? Do we know yet? If there is a cost saving then we may need to explain that this is simply consequential and that it can and will be used to fund other parts of the project that are overspent – i.e. TMO is not seeking to value engineer to realise savings for other projects? No doubt Rydon – working with Chweechen – can advise on the financial element. Clearly the proposal constitutes a significant change under the contract so contract formalities need to be followed Re the hallway proposal. I am not sure if we have everything we need to instruct the change? One for next week. One risk here is that, Rydon may not offer a saving (and there may not be one) as under this contract the risk of change remains with the client not the contractor. For example, can Rydon deliver the tendered scope of work required for the sum of money already agreed? If yes - then they may be under no obligation to offer a saving. This is the advantage / disadvantage of JCT D&B when dealing with change post contract. **Artelia to advise.**
11. Ultimately we should focus on delivering the best quality solution for all stakeholders and within budget. I believe the hallway solution looks to be well considered and tested and the sensible way forward for all.
12. So the challenge remains in conveying this to residents – because it’s the simple truth and quite genuinely in their best interests.

Artelia cannot be present at the meeting on Monday so please accept our apologies for absence.

Currently I am unclear on how far our scope of service goes in helping TMO resolve this resident/ TMO issue. I will review our agreement next week and advise on the options TMO may have going forward.

In the meantime I hope the above assists with setting out the priorities for next week.

Happy to discuss.

Wishing you a pleasant weekend.

Warm regards

Neil Reed



Neil REED

Head of Project Delivery

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From: Claire Williams [<mailto:cwilliams@kctmo.org.uk>]

Sent: 20 March 2015 11:28

To: M.Smith@maxfordham.com; REED Neil

Cc: d.campbell@maxfordham.com; VALENTE Nick

Subject: FW: URGENT: Grenfell residents meeting of 17 March

Chaps

This is for information, in relation to the residents concerns over the HIU location.

- Matt, do you have any queries over the text?
- I have asked Artelia to understand any cost implications of relocating the HIU from the kitchen, boxing in etc.

Currently residents are saying the HIU relocation is the TMO cost saving, whereas the TMO is promoting this location on technical grounds and the lesser disruption. So with Peter Maddison and other managers we are meeting at flat 145 on Monday to talk this through. Simon Lawrence has offered to talk through the issues with the various options as below. The TMO will then put in place a communications strategy next week.

I am between meetings at the moment, so please respond in writing for my return to my desk.

Thanks

Claire Williams
Project Manager



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From: Simon Lawrence [<mailto:slawrence@rydon.co.uk>]
Sent: 19 March 2015 12:54
To: Claire Williams; Simon O'Connor
Subject: RE: URGENT: Grenfell residents meeting of 17 March

Morning Claire,

Firstly to answer 2 & 3:-

Installing new heating infrastructure services within an existing occupied tower block always presents additional design challenges compared to a new building project. We are not able to increase the physical size of the building. So we have to design the installation of any new system around the existing ceiling heights and floor space. In addition to this because Grenfell is fully occupied so we need to keep the existing systems working whilst we are installing the new. If we didn't do this then each flat would be without heating or hot water for at least 6 months. This is obviously not an option. So because of this the new infrastructure has to be located in a different place to the existing.

The communal lobby areas were chosen as the best location to install the new pipe work as it had the least impact to the residents individual flat size and allowed accessibility for future maintenance works. The compromise to this location is that there will be a reduction in ceiling height and floor space to allow the substantial amount of pipe work to be connected to every floor and flat.

When Rydon were contracted to carry out the works their design team looked at each pipe size and location to see if they could minimise the space needed for installation. One of the challenges was the amount of pipes needed to connect each flat from the main vertical riser pipes. There are 3 pipes to each flat (18 pipes in total per communal lobby) which are connected to the main riser pipe. When installing that amount of individual pipes there will always have to be points where pipes cross over each other (i.e. one pipe above or below another). Because of the diameter of each pipe including the insulation and fixing bracket it meant that every time the pipes cross it would reduce the ceiling height by around an additional 100mm (4").

Because of the existing low ceiling height within Grenfell, the Rydon design team investigated numerous pipe routes across the ceiling to try and reduce the amount of pipes crossing thereby keeping the new ceiling as high as possible. The design solution which gave the best new ceiling height was the one where they kept as many pipe crossovers, isolation valves, etc within the new riser cupboard rather than on the ceiling. However by doing this it meant that the new riser cupboard had to be slightly deeper by around 400mm (15") than originally anticipated. This also allows for safe access to carry out maintenance. The Rydon team also designed the pipe routes so they were as close together a practically possible. This has meant that there aren't any pipes fixed in the section of ceiling directly outside the lifts. This area can be left as existing without a new lower ceiling.

Answer to 1:-

The original KCTMO design proposal was to disconnect the existing water storage tank located in a cupboard within each flat and reinstall a new HIU (Heat Interface Unit) in its place. Once Rydon were contracted to carry out the works, their Design Team and the KCTMO team revisited the HIU position to ensure it was the best solution from a residents and technical point of view. There are pro's and con's for each solution but the team as a whole felt that

installing the HIU in the hallway whilst meant the loss of some wall space was the better solution all round. Please see below a list of pro's and con's discussed for each option.

HIU located within the cupboards

Pro's:-

- New HIU not visible as hidden in cupboard

Cons:-

- Connecting the new HIU the primary pipe work (same size as the communal pipe work) would have had to run across every hallway, bathroom and w.c. ceiling to reach the cupboard. This was to be boxed in to hide the pipes. As the primary pipes are a larger diameter with insulation and fixing brackets the boxing would have to be substantial. Resulting in it being unsightly across three rooms.
- A large number of residents have kitchen units or other obstructions limiting the access to the cupboards. Whilst Rydon still need to get into the cupboard to turn off the old system and run several pipes the working space required is considerably smaller and is far less disruptive than getting access to cut out an old large water tank and installing a new HIU.
- Maintenance – Both the residents and the TMO's Maintenance contractors will need to be able to access the HIU. This isn't easily or safely done when hidden within a cupboard.
- In order to remove each existing water tank within the cupboard Rydon would need to shut an isolating valve on the old system within each flat. This would allow all of the other flats above or below to continue to receive hot water whilst the works were going on. If any of the isolating valves or existing pipe work failed (which is very possible as its an old system) then every flat above or below the flat being worked on would need to be shut down until the problem was fixed. So an issue in one flat could affect up to at least 20 others, potentially on a daily basis.

HIU located in the hallway

Pro's:-

- Boxing to the ceiling pipes is confined to the hallway section only. This section would have been boxed on either solution. No unsightly boxing to bathroom and w.c.
- Less disruption to the cupboards and other areas within the flat.
- Easy access to maintain in the future.
- Less risk of disrupting multiple flats at any one time. The new location allows Rydon to get the new system within each flat installed and tested without the final connections. Then later in the year change turn the old system off to 20 flats and changeover in one go with a short visit per flat, approx. 1hr. So residents disruption of heating and hot water will be minimal compared to the other solution.

Con's:-

- HIU is now visible and on display in the hallway. The HIU chosen is the same manufacturer as specified originally but the model has been changed for the slimline version. Compared to a combi boiler this is smaller. Effectively they provide the same function.

I've not mentioned the need to fix through Asbestos ceiling for the pipe work boxing if the HIU is in the kitchen cupboard. I assume you don't need to be questioned on this by Mr Daffarn.

Apologises for the text colours, I was trying to highlight the answers from the email. If you need anymore info then please let me know.

Regards

Simon Lawrence, ACIOB, MInstLM
Contracts Manager

T [REDACTED]
M [REDACTED]

From: Claire Williams [<mailto:cwilliams@kctmo.org.uk>]
Sent: 19 March 2015 09:50
To: Simon O'Connor
Cc: Simon Lawrence
Subject: URGENT: Grenfell residents meeting of 17 March

Simon

I just had some feedback on the residents meeting the other night, re their concerns over the heating layout. I need to urgently put something in the newsletter which is due out this week!

- 1 HIU location – HIU too big and why in hall and not in kitchen as first shown
- 2 Cupboard in hall – deemed to be un-necessarily large and eating into communal hall area
- 3 Lowered ceilings – why so low

Can you please **URGENTLY** ask JS Wright to do me a concise paragraph for each of these items in layman's terms?

I am talking to Peter Maddison about putting this in the newsletter, and he is considering other options in terms of counteracting the information put out by residents.

Claire Williams
Project Manager



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