

Kensington & Chelsea Tenant Management Organisation

Grenfell Tower Board Review

TMO Board 31st March 2016

1. Purpose

- 1.1 The purpose of this report is to provide the Board with information and recommendations from the Board Member review of the Grenfell Tower regeneration project.

For Approval

2. Background

- 2.1 In association with the development of the Kensington Academy and Leisure Centre projects, which completed in summer 2015 it was decided that money should be invested into Grenfell Tower. Stock condition information highlighted that Grenfell Tower was in poor condition and therefore it was agreed to invest £10.3m on improvements. The money invested came from the sale of basements at Eim Park Gardens and was not part of the HRA capital programme. The works commenced on site in June 2014 and are due to be completed at the end of March 2016. Final landscaping works will then be undertaken during April and May typically the planting season.

- 2.2 The scope of works included the following:

- New heating and hot water
- New double glazed windows
- Thermal cladding of the building
- Smoke/safety and ventilation works
- Improved foyer and door entry
- Associated environmental works
- 9x new hidden homes
- New nursery
- New boxing club
- Landscaping improvements

- 2.3 The contractor Rydon was selected to undertake the work supported by consultants Artelia for contract administration and Max Fordham as specialist mechanical and electrical consultants. Rydon were responsible for design, construction and resident liaison work. The TMO worked with all partners and were responsible for the overall project management.

3 Resident Consultation and Engagement

3.8 Residents were consulted and engaged through a number of different methods throughout the project which included:

- Public meetings (7 in total to date)
- Drop in sessions
- Rydon coffee mornings
- Monthly newsletters
- One to one resident consultation
- Complaints procedure
- Resident satisfaction survey
- Grenfell tower community arts project
- Home visits from Rydons Resident Liaison Officer (RLO)

3.9 The Group concluded that resident engagement and consultation during the project has been very comprehensive and it was noted that a variety of different methods were utilised.

3.10 At the beginning of the project Rydon's RLO collected profile information on each resident. This was then used to identify any specific additional needs or requirements that each resident may have. A number of residents asked for translation help and used family members to help where required. If family members were not available information would have been translated before it was sent out. If an interpreter was required for one to one meetings then this would have been arranged by Rydon's RLO. In this particular project residents used their family members.

3.9 The following recommendations were made:

- The names and addresses of all those attending public meetings should be recorded and minutes taken of each meeting for future reference should this be required.
- Where projects span over 12 months in duration the initial resident profile survey information is repeated on a six monthly basis. This would help to ensure that any additional needs that have not been identified at the beginning of the project are identified.

4 Positon of the HIU in the Hallway

4.1 Some residents had objected to the new HIU being located in the hallway of their flats. It was originally proposed that the HIU would be located in the kitchen; however, when Rydon were appointed it became apparent that there were technical restrictions that meant the original kitchen location was not practical. The Board discussed these technical complications in detail and were satisfied that it was the right decision to encourage residents to locate the HIU in their hallway.

- 4.2 The Group further concluded that there was sufficient communication and consultation with residents over the positioning of the HIU and that due consideration was given to the requests of some residents to locate the HIU in the kitchen and that KCTMO responded positively in accommodating these requests.

5 Allegations of Threats, Lies and Intimidation by the contractor and the TMO

- 5.1 At a meeting in June 2015 residents first raised the allegation that KCTMO have 'harassed, lied and intimidated' residents over the duration of the works. KCTMO gave a commitment that any specific allegations would be investigated in accordance with the complaints procedure and appropriate action taken to resolve the matter. The group concluded that the only specific detail had been in relation to a stage 3 complaint which had not been upheld. The Group reviewed the procedure for gaining access to residents' homes for the undertaking of internal works.
- 5.2 It was recommended that a procedure is drafted to outline the different stages involved in gaining access. In future projects this procedure could then be sent to only those residents that were not cooperating to avoid any misunderstanding on the process.

6 Response to Complaints

- 6.1 The first point of contact for all complaints is Rydon's RLO who aims to resolve any issues quickly and efficiently in the first instance. The RLO details are communicated in each newsletter and RLO Officers are on site at Grenfell Tower Monday to Friday during the hours of 8am to 4pm. If residents remain unhappy with the response from Rydon they are able to go through the KCTMO complaints process.
- 6.2 Throughout the project to date KCTMO have received seven formal complaints from four residents which included one resident making four complaints. In addition to this there were a number of enquiries received from Ward Councillors on behalf of residents.
- 6.3 The Group reviewed all of the complaints and enquiries and were satisfied that KCTMO had responded adequately. The Board could find no evidence that substantiated the allegations of 'threats, lies and intimidation' by either Rydon or KCTMO staff.
- 6.4 The Group had also requested details of any complaints and issues that had been reported to Rydon and how these were communicated to the TMO. The Group were provided with details of Rydon's complaints logs and evidence of liaison meetings where any issues not resolved could be picked up.

7 Quality of Work and Site Management

- 7.1 The Group were advised of different methods for quality control/site management by the surveyors, clerk of works and site agent. It was concluded that controls were sufficient to manage a construction project of this size and nature.
- 7.2 It was found that the example of poor workmanship cited in the speech presented to the Housing and Property Scrutiny Committee was work in progress and that this was misleading.
- 7.3 The Group visited the show flat to review the example of the works that were undertaken in each home. Some residents had complained that the surface mounted pipework was unsightly. The concrete construction of the building is limiting and the Group concluded that it was necessary for the pipes to be installed above the floor and that this was not considered to be unsightly.

8 Compensation

- 8.1 The Group reviewed the compensation procedure for decorations allowance, curtains and blinds, and specific loss or expense.
- 8.2 The Group concluded that the compensation offered was adequate for this type of project and that the process also accounted for individual circumstances.

9 Conclusions

- 9.1 The Group recognised that there were significant challenges with the project and acknowledged that residents would have experienced inconvenience due to the nature of this type of construction work and the constraints of the particular design of Grenfell Tower. This disruption included:
- Noisy work: Demolition and drilling
 - Access: Use of lifts by contractors to transport materials
 - Pipework: Retrofit of pipes
 - Additional floors for lifts
 - Wet Trades (e.g plastering)
 - Sub contractors that went into administration during the project
 - Maintaining services (heating and hot water) whilst residents are in situ
- 9.2 The Group were satisfied with the following mitigating actions that were undertaken to limit the disruption caused by the above:
- Limiting noisy work hours: 9am to 3pm
 - Lifts: one for passengers and only one used for materials.
 - Two flats were made available for respite facilities for residents to use
 - Rydons RLO was based on site to deal with all specific issues on a day to day basis

