

# Major Works / Capital Works Programme

## Governance and Reporting summary – for P&S Committee

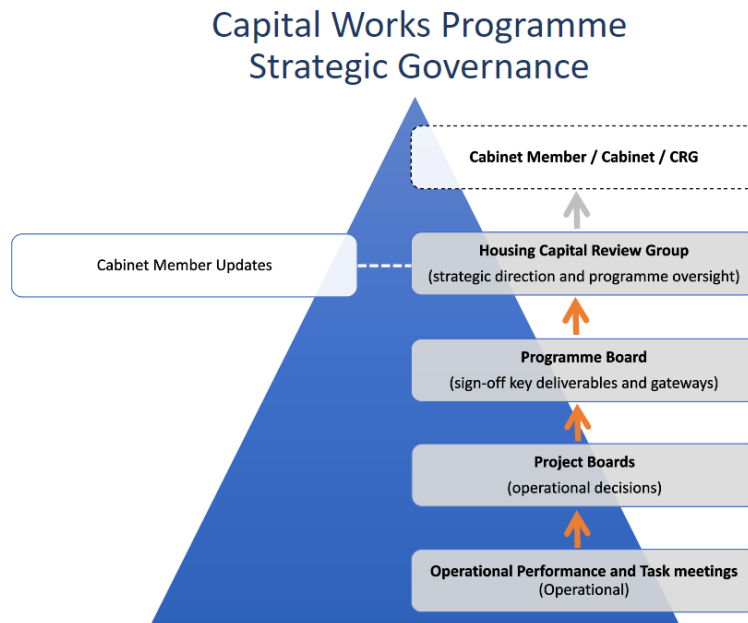
### Governance:

An end to end approval and governance process is in place to oversee individual project approvals, which starts at Client brief and follows the RIBA 2013 stages through to completion of works. This process is overseen by project and programme boards which provide approval and oversight at key stages.

Prior to the creation of the Client Brief, works are identified by the Asset Strategy team, either through stock condition surveys or through a referral by the business. Agreed procedures are in place which document processes for the identification and approval through to client brief stage.

On an annual basis a high-level programme and budgets are set through the CPSR process and business plan submission which is monitored at monthly meetings between Finance and the Divisional Head of Housing Property.

The Housing Capital Review Board was introduced in the summer of 2020 to provide strategic direction and programme oversight, and ensure key decisions are noted and information communicated to stakeholders.



### Reporting:

To ensure appropriate oversight and scrutiny of individual projects, a monthly monitoring reporting process is in place which includes the completion of monthly status reports by project teams. Status reports capture key project information and provide a summary of past/forthcoming activities, along with key financial information and a summary of risks and issues.

These monthly updates feed into PowerBI dashboard reports which are presented at programme and strategic boards.

During summer 2021 work has taken place, in partnership with the Corporate Programme Management Office (CPMO), to create and implement a version of the council's 'Innovation and Change' dashboard which includes both a project and programme level view of the Capital Programme and ensures a consistent reporting format.

Work to refine and improve these dashboards is ongoing, with a particular focus on capturing resident feedback and engagement activities. Examples of the status report and previous/current dashboard views can be found below.

**Status report snapshot example:**

<b>Project (Task) Name</b>	V120b Lisson Green Ventilation	<b>Programme</b>	Major Works	<b>Report Period</b>	10	
<b>Work - Stream</b>	Lisson Green Ventilation	<b>Image Upload link</b>	V120b			
<b>Project Address</b>	Cottesloe, Dinton, Fingest, Fulmer, Hardwick, Horwood, Jordans, Lavendon, Linslade, Olney, Padbury, Risborough, Swanbourne, Turville and Wycombe	<b>Project Scope (Works)</b>	Communal ventilation and associated fire safety works			
<b>Unique Project Code</b>	V120b	<b>Total approved budget</b>	£2,096,822.00		<b>Area Service Centre</b>	Central
<b>Current Stage</b>	Onsite	<b>Total forecast budget</b>			<b>Ward</b>	Church Street
<b>Ward Member</b>	Barbara Grahame, Aicha Less and Aziz Toki	<b>Budget variance</b>			<b>Ward member</b>	Barbara Grahame, Aicha Less and Aziz Toki
<b>Service Provider</b>	United Living	<b>Contractors Total</b>			<b>Properties</b>	973
<b>Client Rep</b>	Oscar Esparza	<b>Ledger Costs</b>			<b>Leaseholders</b>	289
<b>Communications Representative</b>	Marie Baker	<b>Leaseholder bills (Highest)</b>	£5,817.00		<b>Tenants</b>	684
<b>Other Officers (TBC)</b>	David Haizelden, Lee Hodgson	<b>Leaseholder bills (Average)</b>	£2,963.00			
		<b>Leaseholder bills (Lowest)</b>	£623.00			

<b>Programme</b>	<b>Budget</b>	<b>Residents</b>	<b>Quality</b>
Green	Green	Amber	Green


Key Dates Summary										
Activity	Project Board sign off	Pre Resident Consultation	Client Brief Issued to SP	PEP	SPP	NOE (\$20) Issued	NOE (\$20) sign-off	SOS	Practical Completion	End of Defects
Baseline	07/12/18	07/12/18	02/08/18	16/08/18	30/12/18		13/09/18	06/02/19	26/06/19	25/06/20
Actual / Current Forecast	27/07/19	12/07/18	28/08/18	22/09/18	10/05/19		05/09/19	11/11/19	23/07/21	22/07/22
Variance (days)	#VALUE!	-148	26	37	131	0	357	278	758	#VALUE!

Key Risks and Issues			
Top 3 Risks	RAG	Top 3 Issues	RAG
Due to lockdown access issues in a few flats to allow installation of intumescent air grilles and flow regulators	Amber	N/A	N/A
Potential fire risk in the flats where the intumescent air grilles and flow regulators has not been installed due to access limitations	Amber	N/A	N/A
Validation/commissioning of indwelling ventilation system due to lockdown	Amber	N/A	N/A
<b>Risk Summary</b>	<b>RAG</b>	<b>Issue Summary</b>	
Foreseen risks expected in this type of Task in addition to some resourcing issues due to COVID however the Task team are progressing well in managing and containing these with the current assessment being that there is low impact risk to the Task.	Green	N/A	N/A

**Operational dashboard example (now superseded):**

**City of Westminster** Housing Capital Review Group P2 - S159 MEMO external Phase 3 & 4

S159 MEMO external Phase...



**Scope**  
Cyclical decorations (ext. and int.), external repairs, windows, doors, roofing, lateral mains, electrical, DES, water mains and drainage, asbestos works and FRA works

**Engagement**  
As the project is onsite, United Living is managing the operational communications once approved by the City Council. This includes a regular residents' update, via newsletter and meeting with the Tenant Management Organisation (TMO) every two weeks.

United Living's onsite team is continuing with pre-start surveys, via telephone, to help plan and schedule any in-flat work required including window repairs and replacement of lateral mains (electricity supply).

There has been criticism of the lack of visible work onsite since the project started in October 2020, and the time it has taken to put up the scaffold at the first two blocks. There are concern about changes to designs and suppliers from the planning stage resulting in delays and potential increase in costs. In addition, residents have asked for clarity on the installation of the lateral mains, the cable runs and the impact on an internal decorations.

Westminster working hard to get United Living to clarify brickwork issues and quality of both brickwork and window surveys, although this is difficult due to pressures and complicated by queries to United Living's surveys for planning purposes. United Living are in delay due to failure consider discharging planning conditions within their programme and the priority of this with the planning department.

Cost uncertainty around change of specialist. Westminster's delivery team are pushing for United Living to complete benchmarks of all elements of work and continues to carry out regular inspection to check on the work that has commenced. United Living need to do more with regard to supervision of their supply chain as Westminster have identified ongoing issues with the window repairs - as a result of observations to RepairCare (manufacturer) and supplier update training has been brought forward and RepairCare will be inspecting more regularly to ensure their guarantee is not affected.

United Living's cost plan sets out two full time resident liaison officers but this has not materialised onsite.

4 Weeks Look Ahead  
UL to provide revised cost breakdown for window and brick repairs for agreement of Westminster to allow accurate costing of repairs to be calculated.

Updates from Last Month  
Scaffolding commenced to Mulready House.  
Planning have discharged the window repair condition for Morland House and half of Maclise House: works to Maclise House have commenced.  
Finalisation of designs by United Living. CR to work closely to resolve Westminster actions.  
CR to push fire engineer for final report on containment to allow a decision to be made on whether communal fire alarms are required and what other passive fire measures are required.

Communal electrical work to install containment and new emergency lights continuing but delays encountered with in flat work as noted above.

**Actions**  
Detailed designs and procurement schedule to be received from the Service Provider.

United Living to complete discharge submissions with Planning Authority and reflect this within revised programme.

United Living to complete benchmarks for acceptance by Westminster and RepairCare.

Milestones	01. Project Board sign off	02. Pre Resident Consultation	03. Client Brief issued to SP	04. PEP	05. SPP
Baseline	02/11/2018	11/06/2018	23/11/2018	12/12/2018	26/12/2018
Actual / Current Forecast	11/02/2018	11/06/2018	23/11/2018	01/02/2019	10/04/2019
Variance in days	-264	0	0	51	105
Milestones	06. NOE (S20) Issued	07. NOE (S20) sign-off	08. SOS	09. Practical Completion	10. End of Defects
Baseline	18/01/2019	13/03/2019	29/03/2019	04/12/2019	03/12/2020
Actual / Current Forecast	18/11/2019	30/04/2020	05/10/2020	23/09/2022	22/09/2023
Variance in days	304	414	556	1024	1023

**Risk Summary**  
As this Task contains buildings subject to Planning Condition discharge, this process could impact the programme. Weather will remain a key variable to affect progress due to the nature of external repairs and required weather condition suitability. Almost all design elements from the SPP have been identified to require development, this is causing delays to the programme. The Task team are actively raising the risks to mitigate Task impact as far as possible and a productive meeting has been held with the planning department which it is hoped will reduce time to discharge planning conditions.

**Issue Summary**  
Scaffolding design and linked Planning issues were identified by the Task Team (and not United Living) and this caused an initial delay to the start of the scaffold erection to Morland House. The requirement of survey and works execution in terms of quantity and keeping our promises to residents carries an issue with procurement, supply chain and resourcing which the Task team are actively working to solve and maintain. The CR initially raised concerns with United Living not issuing a change request for scaffold and doors in December and the major works management team have failed to resolve this despite it being discussed at Core Groups. FRA works on hold whilst more detailed survey undertaken by specialist fire engineer.

Programme	Quality
Red	Amber
Budget	Residents
Amber	Red

Agreed Budget £6M  
Forecast Budget £6M  
Budget Variance £0  
Properties 306  
Leaseholders 167  
Tenants 139  
Ledger Cost £1.15...  
Ward Vincent Square  
Leaseholders bills Highest £30K Average £11K Lowest £3.852  
Ward Members Danny Chalkley, David Harvey and Steve Summers  
Service Provider United Living  
Client Representative David Haizelden  
Comms Representative Lindsay Jenkins  
Other Officers Lee Hodgson

**New Dashboard (Project View)**

**Project reporting dashboard** S159 MEMO External Phase 3 & 4

Project Name	Project Manager	Programme	Stage	Strategic Alignment	Total Budget	Forecast Budget
S159 MEMO External Phase 3 & 4	David Haizelden	Major Works	3 - Delivery	Continuous Improvement	5.3M	4.07M

Completion 35% Residents Budget Programme Quality Overall

**Delivery**

Milestone	Baseline Date	Forecast Date	RAG
MEMO S159 Start on Site	29-Mar-19	05-Oct-20	Green
MEMO S159 SPP	26-Dec-18	10-Apr-19	Green
MEMO S159 Client brief issued to SP	23-Nov-18	23-Nov-18	Green
MEMO NOE (S20) Issued	18-Jan-19	18-Nov-19	Green
MEMO NOE (S20) Sign-off	13-Mar-19	30-Apr-20	Green
MEMO S159 PEP	12-Dec-18	01-Dec-19	Green
MEMO S159 Resident consultation	11-Jun-18	11-Jun-18	Green
MEMO S159 Practical Completion	04-Dec-19	23-Sep-22	Green

**Engagement**  
The Westminster delivery team are liaising with United Living to arrange virtual meeting with residents to explain the delays and to give more information on internal work with regard to the replacement of lateral mains.

**Updates from last period**  
There has been criticism of the lack of visible work onsite since the project started in October 2020, and the time it has taken to put up the scaffold at the first two blocks. Residents are skeptical about the programme and the timetable for completing the work. There is concern about changes to designs and suppliers from the planning stage resulting in delays and potential increase in leaseholder costs. United Living's cost plan sets out two full time resident liaison officers but this has not materialised onsite. United Living and the Westminster Council resident team are meeting with the Tenant Management Organisation (TMO) every two weeks.

**Time/Quality/Cost**

**4 week look ahead**  
Client Rep to chase fire engineer for initial report and to arrange internal 'destructive' surveys to confirm floor construction. Work with Service Provider to bring quality standards up to the required level. Finalisation of designs by United Living. CR to work closely to resolve Westminster actions.

**New Dashboard (Programme View)**

# Programme/Pillar Dashboard

Major Works



## Programme overview

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Agreed Budget

£33.1M

Forecast Outturn

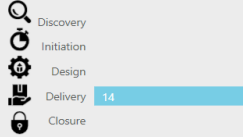
£25.5M

SpendToDate

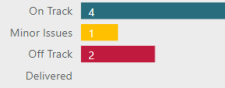
### Projects by Status



### Projects by Stage



### Projects by Overall RAG



### Projects by Strategic Pillar Alignment



### Projects in Progress and above Future works stage

Project	Area	Project Manager	Finish	Size	Progress	Overall	Residents	Budget	Programme	Quality	Budget Spent
X251 Regency Estate and Semley House Ventilation	GPH	Keith Rouse	23/02/22		50%	●	▲	▲	●	●	57%
Y147 Little Venice Towers	GPH	Keith Rouse	04/05/21		95%	●	●	▲	▲	●	95%
Z251 Glastonbury House Cladding	GPH	Emma Cope	01/12/21		65%	▲	▲	●	▲	▲	13%
V120b Lisson Green Ventilation	GPH	Oscar Esparza	23/07/21		80%	●	●	●	●	▲	72%
A8500 Fitzwilliam House (F150)	GPH	Keith Rouse			20%	▲	▲	▲	▲	▲	6%

### Projects in Future works stage

Project