



CITYWEST HOMES



Partnering with CityWest Homes to Deliver Decent Homes to Westminster Residents

City West Homes Decent Homes Programme Paddington, Marylebone and Bayswater Phase

Number of Kitchens Installed:
403

Number of heating systems installed:
135

Total value:
£ 3.58Million

Duration:
9 months



April 2006 saw Linbrook allocated the last and possibly the most difficult phase of CityWest Homes' (CWH) decent Homes programme they started in 2002.

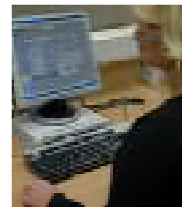
Linbrook had been involved in the program from the beginning having been selected by the newly formed CityWest Homes Arms Length management organisation (ALMO) as one of the 8 contractors in the initial partnership. A major reason for Linbrook's inclusion in the partnership was their previous track record of quality flexibility and customer service when managing the day to day repairs for Westminster council.

This phase covered the Paddington, Marylebone and Bayswater areas and included properties that were located in busy parts of London where access was difficult, making the setting up of local facilities for the storage of equipment and materials and the provision of staff welfare impossible. An added complication was that CWH had set some very tight timescales to ensure that they met their goal of completing the whole programme by the end of 2006.

In order to manage CHW's Decent Homes contracts as efficiently as possible Linbrook developed in house a software management system to keep track of all aspects of the contract design, planning and delivery process including:

- All client and resident communication
- Collection of design planning and costing information
- Installation status
- Resident liaison activity

This software produces all the standard resident letters as well as a range of reports that provide the client and Linbrook's project management team with up to date information on the progress of the project.



This software played a key role in the successful outcome of this contract.

Design, Planning and Costing

Having anticipated the short timescales Linbrook carried out a decent home assessment survey on all 751 the properties in this phase at their own risk identifying those that qualified for the programme providing both Linbrook and CWH the full scope of this phase. The Agreed Maximum Price (AMP) that was submitted to CWH included the decent home failures plus a risk element for those properties not surveyed.

When it was finally allocated to Linbrook, this phase required the replacement of 403 kitchens and 135 heating systems.

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It was clear to Linbrook that the key to meeting the tight timescales was to ensure that the planning had to take full account of all the issues up front. Therefore the design, selection and approval process, along with the collection of all relevant information, needed to take place in a single visit. This was handled by a team consisting of a Linbrook Resident Liaison



Officer (RLO), a CWH representative, a Linbrook electrician and a kitchen design expert from the supplier Magnet equipped with a portable CAD system and printer. This way in the one visit the design and colours were agreed and signed off and any problems with the electrics etc. were identified before the work was planned. Also the resident was made fully aware of how their new kitchen or bathroom would look and how the works would be carried out. using 3D 'walk through' software on the laptop



The financial risk was jointly managed by providing full costs after the design survey so that there would be accurate cost forecasts throughout the programme.

Implementation

The largest site in this phase was on the Hall Park Estate in Paddington and work was started here first allowing Linbrook to set up a site compound with 17 containers for



equipment and material storage and the provision of staff welfare facilities. This was then used as a central base that served the properties in Marylebone and Bayswater that had access and parking issues with operatives and materials being ferried to and fro in small vehicles while the kitchen supplier Magnet delivered daily using smaller vehicles.

The initial Decent Homes Survey had highlighted the presence of asbestos in the floor tiles and ARTEX wall surfacing of a large proportion of the properties. The floor tiles were removed and disposed of by approved and licensed removers before work on the replacement started and the ARTEX issues managed.

Linbrook went to great lengths to ensure that residents were kept fully informed as to the progress of the works and inconvenienced as little as possible. An information pack containing information on the work to be done key contact names and numbers, code of conduct and procedures was delivered to all residents. While the work was in progress a Linbrook RLO visited at least twice a day, in the morning to check work was on going and there were no problems and in the evening to check refrigerators, freezers and other electrical appliances were connected and working. RLOs were equipped with Smart cars or scooters to enable efficient travel between properties minimising the carbon footprint and costs. Kitchens were completed within 10 days and at the peak Linbrook were completing over 20 kitchens per week.



The project hit problems when the design of the replacement heating systems for two tower blocks was found not to meet the regulations for flue spacing.

The supplier Worcester Bosch responded with a new design using plume management kits on the flues. The fitting of the plume management kits required Linbrook to scaffold the tower blocks. However this was still achieved within the overall budget and without significant delays to the programme.



Linbrook successfully completed this final phase on time in December 2006, in budget and to the residents' satisfaction enabling CWH to bring in their overall Decent Homes programme within their ambitious time

scales. Over the duration of the programme Linbrook fitted a total of 2196 Kitchens, 1701 bath rooms and 375 heating systems to 2522 homes to a total value of £20.6 million.

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