



## ACA Awards Submission: Innovation in Partnering

This submission evidences the value and benefits of utilising PPC2000 for the ongoing Partnership between Phoenix Community Housing and Lakehouse.



## Introduction

Early in 2012 Phoenix Community Housing entered into a PPC 2000 contract with Lakehouse to deliver part of the £45 million of external improvement works between 2012 and 2016.

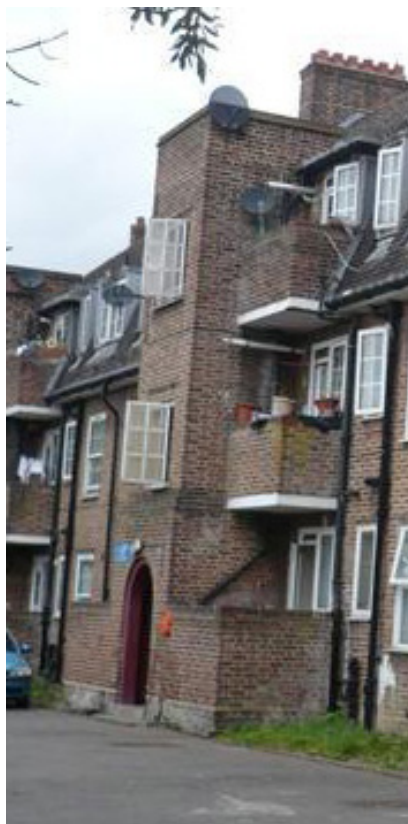
This submission focuses primarily on one element of the Partnership, the Balcony Replacement Programme to evidence how PPC2000 was used to deliver stakeholder aspirations whilst at the same time maximising value for money and resident satisfaction.

## Context

Many of the block properties to the North Downham area were built around the mid 1930's, as part of the Homes for Heroes programme following World War One. The balconies to these properties are deteriorating due to carbonation, meaning that the reinforcement in the concrete slab is starting to corrode and in some areas concrete is already breaking away.

Phoenix Community Housing had committed to deliver a balcony replacement programme to 81 blocks on the Estate, within the original promises statement made to residents as part of the stock transfer from Lewisham.

Independent surveys were commissioned to establish whether a repair or full replacement programme was required, which concluded that a full replacement programme represented the best value for money solution.



Before  
and after  
photographs







## Delivering the Programme

We believe that the proactive and collaborative nature of PPC2000, which encourages early multi-stakeholder engagement, was a key driver that enabled the team to deliver the Balcony programme successfully:

### Enhancing the resident experience

The collaborative nature of PPC, which encourages the early engagement of specialists, enabled us to enhance the overall resident experience through an open and honest approach to building the programme and agreeing the final delivery model.

Engaging so thoroughly with residents during the continuing Externals Programme and throughout the design development process for the Balconies Programme enabled and empowered residents to shape our service offering to meet their specific needs:

- Bespoke handbook developed for the Balconies Programme
- Comprehensive 1:1 resident profiling in place
- Developed a joint approach to resident liaison utilising both Phoenix and Lakehouse employees
- A specific Balconies Programme workshop held with residents to explain the design, programme and impact that the works will have upon the residents
- We provide a disposals service so that residents can easily dispose of any unwanted belongings that they were storing on their balconies
- Developed a Balconies Programme specific page on the project web portal which enabled residents to raise questions or leave comments







- Early and detailed negotiations with the utility and gas companies secured a 24-hour gas emergency service for the duration of the programme. This is unique and has ensured that residents are never left, whatever the time, without a gas supply.

## Design

PPC2000 helped facilitate early design team engagement allowing draft design models to be reviewed, assessed and engineered to ensure value for money.

A programme of design development meetings was implemented to develop the design and delivery strategy to deliver an innovative and value adding end product whilst maintaining excellent stakeholder satisfaction throughout the delivery process. Statutory gas authorities joined design team and produced drawings for full replacement of gas pipework and meter relocation.

Residents were engaged and empowered this process, inputting on design, material and colour choices, whilst at the same time raising their concerns, requirements and aspirations for the balcony programme. Particular concerns included the balconies being small and that any new balconies would need to fit in with the existing buildings context, whilst at the same time modernising and refreshing the building's exteriors.

The chosen design was innovative in a number of ways:

- Normal practice would have been to repair the balconies and not replace
- Steelwork on the chosen design is completely hidden
- Enlarges the internal floor space of the balcony by 177mm in length and 37mm in width, whilst

retaining external dimensions

Each stage of the design was signed off by the entire team, comprising client, residents, contractor, supply chain, engineer, architect, authorities.

## Trial blocks

Before commencing the works we committed to delivering two trial blocks.

Following completion a review was held and a lessons learned log created to capture learning in order to improve delivery of the full Balcony replacement programme.

A 'Residents Safari' day was held in July for all stakeholders with a double-decker bus being hired transport stakeholders to view the completed pilot blocks and provide feedback.

## Learning

One of the main issues concerned the gas meters, which were located on the exterior wall of the balcony. The first stage of the process was therefore to relocate these to the stairwell wall, which involved laying new pipes in the street and running new mains within the stairwells.

Other complex processes included the fixing of the new balconies to the existing steel work, which required specialists to undertake very precise and time consuming, labour intensive drilling. Fixing the new balconies required using different box sections of steel, which also proved to be expensive.

Upon conclusion of the preconstruction process the collaborative nature of PPC helped the team to establish:

- The agreement of every single cost element all parties from the design team contributing to the final cost model
- A programme of regular team meetings to manage costs, risks and a pre-agreed risk budget
- Agree fast track programme due to complete in Spring 2014
- Robust resident engagement procedure in place that had been shaped by resident consultation, engagement and experience

## Value engineering

Value engineering has been an ongoing process. Initial multi-stakeholder value engineering workshops were held to review design and reduce costs to bring them in line with the budget and also to minimise disturbance and inconvenience for the residents. Involving supply chain partners within these workshops enabled the Programme to take advantage of their specialist skills, advice and experiences, whilst involving residents enabled us to fully understand their experiences of the works and incorporate their suggestions for improvement.

This process has resulted in a fundamentally different approach to supporting the balcony structure. Instead of fixing the balconies to the existing steelworks we are now installing steel beams within the stairwell of the blocks. The balconies were then cantilevered from this new steel, which removed the need for the time consuming and costly drilling.

***This new approach to delivery resulted in cost savings of 12% and a programme reduction of 1 week per block.***

## Summary

PPC 2000 encourages best practice and also permits teams to work together in a non adversarial way to develop solutions to achieve an end result that satisfies all stakeholder needs.

We do not believe it would not have been possible to identify and incorporate the innovative solutions incorporated within the Balconies Programme without the flexibility and trust engendered in this partnering contract.



Resident fun day