

SUBJECT: DE WINT COURT - POST IMPLEMENTATION REVIEW

DIRECTORATE: HOUSING & INVESTMENT

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1. Purpose of Report

- 1.1 To provide an update to Housing Scrutiny Sub Committee on the Post Implementation Review (PIR) findings of the delivery of De Wint Court Extra Care facility following handover from the developers in March 2022.

2. Background

- 2.1 In July 2016, Executive approved, as part of the Housing New Build Strategy, to consider a detailed appraisal of options for the refurbishment or redevelopment of De Wint Court a 37 unit supported scheme.
- 2.2 In May 2017, Executive approved option 4 to demolish and rebuild De Wint Court in its entirety. Original objectives presented to the Executive in May 2017 were to:
- deliver a flagship Extra Care scheme to fill the growing needs of older people,
 - to be modern and fit for purpose, user friendly and compliant with current housing design standards,
 - to increase the provision of units from 37 to 70,
 - enable the investment of £3.22m of Homes England funding into the city,
 - enable the investment of £2.8m of LCC investment into the city,
 - increase the affordable Extra Care provision within the city.
- 2.3 In February 2019, Executive approved, the redevelopment of De Wint Court to progress via an open tender process. The open tender and procurement route gave local contractors and national companies the opportunity to bid for the delivery of the scheme whilst also enabling value for money for the development.

3. Delivery of the Scheme

- 3.1 The project and delivery of the scheme followed a project plan in line with the Lincoln Project Management Model (LPMM). A key task within the LPMM guidance is to complete a PIR to document the scope of the project and its delivery against the scope. Lessons learned are also captured within the PIR process to ensure they are clearly documented and have been cascaded out to the key leads to help shape and improve delivery of future schemes.
- 3.2 The indicative timeline for the project used for the procurement process indicated a start on site in late 2019 and completion in May 2021.
- 3.3 The indicative costings prior to the procurement exercise anticipated high costs to develop the whole scheme. However, the open tender process would determine

the final contract costs and each application was considered against the specification and cost allowances to value engineer the Councils requirements to achieve value for money.

- 3.4 Following the open procurement exercise in the summer of 2019, ESH Construction Limited were awarded the contract to build De Wint Court with an anticipated build time of 80 weeks.
- 3.5 It should be noted that there were delays to delivery of the scheme due to the covid 19 pandemic restrictions. The availability of materials and labour impacted delivery substantially with a 41 week extension to the contract.
- 3.6 De Wint Court was handed over from ESH construction at practical completion to City of Lincoln Council on 11th March 2022.
- 3.7 Tenants were signed up for tenancies at De Wint Court from June to October 2022 for first lettings to ensure a coordinated, staggered and smooth transition for incoming tenants via the City of Lincoln Council and Lincolnshire County Council allocations panels.

4. Findings of the PIR

- 4.1 Please refer to Appendix 1, the De Wint Court PIR. The scheme has achieved the scope to deliver a 70 unit extra care facility within the budget allocated. Lessons learned have been captured as Appendix 2.

5. Strategic Priorities

5.1 Let's drive inclusive economic growth

Where possible we encouraged the use of local labour, contractors and suppliers to create inward investment within the contract process. This resulted in some local companies working for ESH as part of the development.

The commercial kitchen is leased by a business who worked previously within the local area but had limited facilities. Relocating to De Wint Court has enabled the business to vary and now extends their offer to local residents commercially including restaurant facilities.

5.2 Let's reduce inequality

The delivery of 70 new affordable homes within this extra care facility has enabled access to suitable housing for residents of Lincoln who find it most difficult to find their needs met by the private sector offering.

5.3 Let's deliver quality housing

All homes were built to modern, energy efficient standards and contributed directly to Councils Affordable Housing contribution. Being a council owned extra care facility, De Wint Court enhances the existing care market to provide affordable and flexible housing with care options and goes a long way to addressing the shortfall of social rented housing with care units within the city.

5.4 Let's enhance our remarkable place

The design of the De Wint extra care scheme went through a careful approval and design process to be sympathetic to the locality in which it is situated. It is a flagship scheme which is intended to show the vision of Lincoln as a place to choose to live.

5.5 Let's address the challenge of climate change

The architectural design of De Wint Court and specification met Local Plan standards when approved at Planning Committee in December 2018. All homes built are modern, have energy efficient standards and include a communal heating and hot water system which is aimed at being more economical to run and a reduction in energy used compared to earlier schemes, or other self-contained accommodation.

6. **Organisational Impacts**

6.1 **Legal Implications including Procurement Rules**

The development received funding from Homes England and Lincolnshire County Council. Heads of Terms were agreed with the County Council to secure their capital investment, in exchange for nomination rights of 50% of the completed scheme.

All procurement activity in relation to the contract and its award was undertaken in line with the requirements of both the Council's Contract Procedure Rules and ultimately Public Contract Regulations 2015.

6.2 **Equality, Diversity and Human Rights**

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

The De Wint Court Housing Scheme has now been delivered. Equality, Diversity and Human Rights have been integral to the delivery of this flagship scheme and continue to be actioned as part of the day to day running of the scheme. Examples of consideration that diverse needs and levels of support have been considered and provided in addition to quality accessible housing within this scheme include mobility store, baby change, changing places facilities, additional accessible bathrooms with mobility aids (each floor level), dementia friendly spaces and sensory planting.

Close working with Council colleagues, LCC, Homes England, contractors, developer and a nomination/allocation team ensured the scheme has been delivered, let and managed following these principles. The allocations board which was established for the project delivery has ensured a fair mechanism to allocate apartments based on care requirement and need.

6.3 Human Resources

De Wint Court is now operational and managed by staff within the Directorate of Housing and Investment.

6.4 Land, Property and Accommodation

The delivery of the De Wint Court scheme has provided additionality of affordable Housing within the Housing Revenue Account.

6.5 Significant Community Impact

De Wint Court Extra Care Facility replaced the previous supported housing provision in the Moorland area whilst also delivering positive contributions to the community in the locality. Not only does it offer extra care for people who may need this in the future, it also acts as a community hub with offerings such as the café, salon, changing places area and rooms / consultancy areas for other provisions to book and access.

6.6 Corporate Health and Safety Implications

All corporate health and safety implications were considered as part of the delivery of the scheme in line with the LPMM process and risk register.

7. Risk Implications

7.1 i) Options Explored:

Once the developer was appointed via the procurement process the risks for the delivery of the De Wint Court scheme were considered and tracked as part of the LPMM process, project plan and risk registers.

7.2 ii) Key Risks Associated with the Preferred Approach:

Delivery of scheme within completion timescales:

Risk: Slippage on work programme.

Mitigation: Timescale to complete captured within the contract and some tolerance within the project timeline for poor weather etc. Compensation events forms part of the contract for approval of any abnormal slippage during development such as this and the budget set allowed some tolerance. A fixed contract fee also helps keep momentum on delivery in normal circumstances. In 2019 when the scheme

was agreed the Council was not aware that the covid 19 pandemic was to emerge part way through this process which then impacted.

Delivery of the scheme on budget

Risk: Increased costs from the anticipated cost

Mitigation: Open tender process utilising a fixed cost fee with any changes occurring via the formal compensation event process. The scheme has however still been delivered within the budget constraints, but impacted by delaying revenue return sooner.

8. Recommendation

- 8.1 For the Housing Scrutiny Sub Committee to note the contents of this report and appendices in regard to the lessons learned and the successful, on budget capital funding delivery of the De Wint Care Extra Care facility.

Is this a key decision?

No

Do the exempt information categories apply?

No. Separate Report

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?

No

How many appendices does the report contain?

Two

List of Background Papers:

Executive reports:
De Wint Court Options Appraisal – 22 May 2017
Progress Report – De Wint Court Redevelopment –
26 March 2018
Progress Report – De Wint Court Redevelopment –
29 May 2018
De Wint Court Redevelopment – 29 February 2019

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