



Housing Management Sub (Community and Children's Services) Committee

Date: THURSDAY, 31 JANUARY 2013
Time: 1.45pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Deputy Billy Dove (Chairman)
Virginia Rounding (Deputy Chairman)
Revd Dr Martin Dudley
Alderman David Graves
Deputy Revd Stephen Haines
Deputy Henry Jones
Peter Leck
Anthony Llewelyn-Davies
Gareth Moore
Angela Starling

Enquiries: Caroline Webb
tel. no.: 020 7332 1416
caroline.webb@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1.00pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the minutes of the previous meeting held on 22 November 2012.
For Decision
(Pages 1 - 4)
4. **SHELTERED HOUSING SCHEMES**
Report of the Director of Community and Children's Services.
For Decision
(Pages 5 - 10)
5. **RESIDENT INVOLVEMENT SECOND YEAR EVALUATION**
Report of the Director of Community and Children's Services.
For Information
(Pages 11 - 24)
6. **GOLDEN LANE ESTATE – GREAT ARTHUR HOUSE - CURTAIN WALLING, WINDOWS, OTHER WORKS GATEWAY 4C DETAILED DESIGN**
Report of the City Surveyor.
For Decision
(Pages 25 - 54)
7. **DETAILED OPTIONS APPRAISAL - AVONDALE SQUARE ESTATE, GEORGE ELLISTON AND ERIC WILKINS HOUSES - ROOFS AND WINDOWS**
Report of the Director of Community and Children's Services.
For Decision
(Pages 55 - 92)
8. **PROJECT PROPOSAL – AVONDALE SQUARE AND YORK WAY ESTATES CAVITY WALL INSULATION**
Report of the Director of Community and Children's Services.
For Decision
(Pages 93 - 100)
9. **ASSAULTS ON HOUSING OFFICERS**
Report of the Director of Community and Children's Services.
For Information
(Pages 101 - 108)

10. **HOUSING ESTATES - ALLOCATED MEMBERS' REPORT**
Report of the Director of Community and Children's Services.
For Information
(Pages 109 - 118)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

Part 2 - Non-Public Reports

14. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the previous meeting held on 22 November 2012.
For Decision
(Pages 119 - 120)
15. **DCCS TECHNICAL SERVICES ORGANISATIONAL RESTRUCTURE**
Report of the Director of Community and Children's Services.
For Decision
(Pages 121 - 128)
16. **GATEWAY 4 DETAILED OPTIONS APPRAISAL - AVONDALE SQUARE
REDEVELOPMENT OF THE COMMUNITY CENTRE**
Report of the Director of Community and Children's Services.
For Decision
(Pages 129 - 142)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE
PUBLIC ARE EXCLUDED**

This page is intentionally left blank

HOUSING MANAGEMENT SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE

Thursday, 22 November 2012

Minutes of the meeting of the HOUSING MANAGEMENT SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE held at Guildhall, EC2 on Thursday, 22 November 2012 at 1.45 pm

Present

Members:

Deputy Billy Dove (Chairman)
Virginia Rounding (Deputy Chairman)
Revd Dr Martin Dudley
Alderman David Graves
Peter Leck
Anthony Llewelyn-Davies
Angela Starling

Officers:

Caroline Webb	- Town Clerk's Department
Eddie Stevens	- Community and Children's Services
Jacquie Campbell	- Community and Children's Services
Carla Keegans	- Community and Children's Services
Mike Kettle	- Community and Children's Services
Mark Jarvis	- Chamberlain's Department

1. APOLOGIES

Apologies were received from Deputy Reverend Stephen Haines, Deputy Henry Jones and Gareth Moore.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

The public minutes and summary of the meeting held on 20 September 2012 were agreed as a correct record.

4. HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2013/14

The Sub Committee considered a joint report of the Chamberlain and the Director of Community and Children's Services in relation to the Housing Revenue Account (HRA) and Capital Budgets 2013/14.

RESOLVED: That:

- i. the provisional 2013/14 revenue budget be agreed and submitted to the Finance Committee;
- ii. the draft capital budget be reviewed and approved; and

- iii. the Chamberlain be authorised to review the budgets to allow for further implications arising from departmental reorganisations and other reviews and implications arising from Carbon Trading Allowances.

5. **HOUSING REVENUE ACCOUNT (HRA) QUARTERLY BUSINESS REPORT**

The Sub Committee received a report of the Director of Community and Children's Services outlining the first HRA business report which provided an overview of the key business performance as linked to the HRA Business Plan, which was approved by Members in March 2012.

Members discussed the Right to Buy scheme and raised concern that the scheme did not work in agreement with the City of London Housing Policy. Although no social housing properties had been sold through the Right to Buy, applications were at their highest level for several years and the Corporation had a legal obligation to inform tenants of the scheme. Members were informed that several London Boroughs had responded to the Secretary of State outlining their concerns.

RESOLVED: That a further report to include information on the restraints of the Right to Buy scheme, the implications and challenges this would have on City of London properties and to what degree, the restrictions on the properties that the Corporation could sell and the policy on how any money received from selling properties would be allocated and spent be submitted to the Community and Children's Services Committee.

6. **WELFARE REFORM**

The Sub Committee received a presentation from the Director of Community and Children's Services on the Welfare Reform highlighting the national context for the reforms, an overview of how it would affect the City and its residents and the implications and detailed impacts expected.

Debate followed the presentation and a number of points were raised, among which:

- The Disability Living Allowance would end for everyone of working age even if they had an indefinite period award. They would need to apply online for the new Personal Independence Payments (PIPs), raising concerns that not everyone would have access to a computer, the internet or even know that the new forms had to be completed. This increased the risk of higher rent arrears.
- The Benefit Team could administer discretionary Housing Benefit on a temporary basis, for example, if a tenant's situation was expected to change within six months in regards to the Bedroom Cap.
- Tenants were legally allowed to accept a lodger in order to occupy empty or spare rooms with permission from their Landlord. The option may not be suitable if the tenant had mental health problems and there were risks with accepting a lodger for example, if small children resided in the property. There was no legal obligation to carry out safeguarding checks.
- Of the 66 households affected by the Bedroom Cap, approximately ten households were thought to be in receipt of benefits close to £26,000 per

year which would be the total benefit cap from April 2013. Larger households would be more affected.

RECEIVED

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

9. EXCLUSION OF THE PUBLIC

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item Nos.	Exempt Paragraph Paragraph(s) in Schedule 12A
10 - 12	3
13 - 14	-

Part 2 – Non-Public Agenda

10. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 20 September 2012 were agreed as a correct record.

11. OUTLINE OPTIONS APPRAISAL - AVONDALE SQUARE REDEVELOPMENT OF THE COMMUNITY CENTRE

The Sub Committee considered a report of the Director of Community and Children's Services outlining the options appraisal for the Avondale Square Redevelopment of the Community Centre.

12. COMPREHENSIVE LIFT MAINTENANCE CONTRACT

The Sub Committee considered a report of the Director of Community and Children's Services in relation to the comprehensive lift maintenance contract.

13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no non-public questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no non-public urgent items.

The meeting ended at 2.47 pm

Chairman

Contact Officer: Caroline Webb
tel. no.: 020 7332 1416
caroline.webb@cityoflondon.gov.uk

Committee(s):	Date(s):
Housing Management Sub-Committee	31 January 2013
Subject: Sheltered Housing Schemes	Public
Report of: Director of Community & Children's Services	For Decision
<p><u>Summary</u></p> <ul style="list-style-type: none"> • This report outlines the current position regarding the City’s sheltered housing schemes. • Nationally, demand for traditional sheltered housing is falling. • The City has two dedicated sheltered housing schemes – Mais House, in Lewisham, Harman Close, in Southwark. There is also sheltered accommodation in part of Isleden House, in Islington. • The two dedicated sheltered schemes are outdated and no longer meet the standard of accommodation that is expected of modern accommodation for older people. Demand has fallen at these schemes. Demand remains high at Isleden House because of the nature of the estate, but the accommodation is not fully accessible and is in need of upgrading. • The Supported Living Review identified the need for the City to develop a long-term strategy for the provision of accommodation for older people. • This report proposes that a detailed review of the present and future needs of older people is carried out, and that it should include an options appraisal for existing schemes. • It is proposed that this review will be led by a combined Member and officer panel which will report its findings to the Housing Management Sub-Committee. <p>Recommendations</p> <ul style="list-style-type: none"> • Members are asked to: <ul style="list-style-type: none"> - Agree the need for a review of sheltered accommodation; - Agree to the formation of a Member/officer Panel to lead the review; - Ask the Chairman to appoint one or more Members to the Panel, in liaison with the Housing Services Director; - Delegate to the Housing Services Director the task of commissioning a consultant to carry out the review. 	

Main Report

1. Background

- 1.1 The term ‘sheltered housing’ is most commonly used to describe a group of homes for older people (usually aged 60+), run by a social housing provider. Homes are self-contained and easy to manage. Sheltered schemes are distinct from a nursing home or care home in that the tenants are usually able to look after themselves, are active and are afforded a high degree of independence. Most have communal areas such as a lounge and/or garden.
- 1.2 Traditionally, a sheltered scheme would have a dedicated manager, living on site and providing general support, as opposed to actual care. This model is becoming less common, as more sheltered schemes are staffed by floating managers, usually with the back up of a 24 hour call-out system.
- 1.3 The City has two dedicated sheltered schemes – Mais House in Lewisham, and Harman Close in Southwark. There is also sheltered accommodation on the ground floor of Isleden House, as part of a mixed estate. The Housing Service also manages 50 homes for older people in Lambeth, but as these are owned by the City of London Almshouses Trust and Gresham Trust, they are outside the scope of this report. A review of the Almshouses could be undertaken in the future, subject to the agreement of Trustees.
- 1.4 The City maintains the traditional model of dedicated managers living on site at its schemes. Most of its sheltered residents are aged 60+, although the age limit has occasionally been lowered for special cases (such as an over-riding medical need), or where accommodation has proved particularly hard to let.

2. Current position

- 2.1 Nationally, the demand for traditional sheltered housing has declined in the last decade. More older people choose to stay in their own homes and access care and support in different ways – largely through adult social care services or the private sector. By the time they are no longer able to cope, they are likely to need more care than sheltered accommodation can provide.
- 2.2 When older people do look at sheltered housing as an option, they have expectations which are significantly higher than in previous years. Although they may wish to downsize, they still require accommodation of a reasonable size – often wanting family to be able to stay with them regularly. Therefore, where the traditional sheltered scheme comprised a large number of bedsits, modern sheltered accommodation needs to offer a significant proportion of larger flats.
- 2.3 Demand for accommodation at Mais House and Harman Close has reflected this trend in recent years. Although both are maintained in reasonably good

condition, the facilities are dated and both have a large proportion of bedsits which are no longer considered desirable accommodation. It is becoming increasingly difficult to let some flats – particularly at Mais House, where its location, at the top of a steep hill and remote from local amenities, makes the scheme unappealing despite its attractive surroundings.

- 2.4 Isleden House’s sheltered flats are larger (although the majority are bedsits) and are in high demand because of the good location and the fact that the estate blends sheltered and general needs housing. However, the accommodation and estate do not meet modern accessibility standards.
- 2.5 The Supported Living Review, which was presented to the Community & Children’s Services Committee in December, highlighted the fact that the City has no extra-care accommodation to offer residents who need more support than sheltered accommodation can provide, even supplemented with floating support. This puts the City and its officers in a very difficult position, as we have people living in our sheltered schemes whose needs cannot be met. At the same time, we have younger people who have no support needs at all, but have accepted sheltered accommodation only because the waiting list for general needs housing is too long.

3. Proposed action

- 3.1 It is clear that the City needs a long-term strategy and plan for addressing the housing needs of older people. To develop this, we are proposing to commission a detailed review of existing provision and future needs.
- 3.2 The review should include:
 - An analysis of the future housing needs of older people in the City
 - A look at the best in modern accommodation for older people, including extra-care schemes
 - An independent, expert assessment of each of our existing schemes
 - Interviews with existing staff and residents
 - An options appraisal for each scheme, with recommendations for refurbishment and/or redevelopment
 - Proposals for changes to take place over a 5-10 year period.
- 3.3 We do not have the resources to carry out the review in-house, and so it will be necessary to appoint an external consultant to carry out the work. The costs of the review will be met from local risk budgets.
- 3.4 It is important to note that the review must be conducted with sensitivity, as we have no desire to alarm existing residents or to make them unnecessarily fearful for the future of their homes.

3.5 This will be an important and far-reaching review, and needs significant Member involvement from the outset. It is therefore proposed that the review be led by a panel composed of Members and officers. We suggest that the panel should be chaired by the Chairman or Deputy Chairman of the Housing Management Sub-Committee, and should include one or more other Members who are interested in the work.

3.6 The remit of the panel will be to:

- Agree the brief for the review;
- Meet regularly with the consultants to receive updates and discuss the direction of the work;
- Make visits to the City's existing schemes and to examples of excellent schemes elsewhere;
- Agree a draft strategy and proposals to be presented to Committee.

4 Recommendations

4.1 Members are asked to;

- Agree the need for a review of sheltered accommodation;
- Agree to the formation of a Member/officer Panel to lead the review;
- Ask the Chairman to appoint Members to the Panel, in liaison with the Housing Services Director;
- Delegate to the Housing Services Director the task of commissioning a consultant to carry out the review.

5 Financial and Risk Implications

5.1 The review will be funded from Local Risk budgets. Financial implications of any proposals will be identified as part of the review and presented to Members for consideration.

5.2 If this review is not carried out, there is a risk that the City's sheltered accommodation will become increasingly unfit for purpose, and that the City will not be able to provide for the housing needs of older people in the future.

6 HR Implications

6.1 The review will identify any impacts on staff and these will be fully considered in the report.

7 Strategic Implications

7.1 The measures outlined in this paper contribute to the Departmental Priorities of

- Improving the health and wellbeing of communities and individuals; and

- Making best use of resources and improving the way we work.

8 Consultees

The Town Clerk, Chamberlain and Comptroller & City Solicitor have been consulted in the preparation of this report.

Contact:

Jacque Campbell, Head of Barbican & Estates
0207 332 3785
jacque.campbell@cityoflondon.gov.uk

This page is intentionally left blank

Agenda Item 5

Committee(s): Housing Management Sub Committee	Date(s): 31 January 2013
Subject: Resident Involvement Second Year Evaluation	Public
Report of: Director of Community & Children's Services	For Information
<u>Summary</u>	
<p>This report provides Members with an overview and evaluation of the second year of the Resident Involvement strategy (2010-2013).</p> <p>The strategy (called a 'Plan') was agreed by the Community & Children's Services Committee in November 2010, and has now been in operation for two years.</p> <p>This report highlights what has been accomplished in the second year, and presents the key objectives for the third year of the plan.</p> <p>Recommendations</p> <ul style="list-style-type: none">• Members are asked to note the contents of this report.	

Main Report

1. Background

- 1.1 As members are aware, involving social housing tenants in the management of their homes and estates is a regulatory requirement in England. The aim of the national standard 'Tenant Involvement and Empowerment' is to ensure that all tenants are put at the heart of their landlord's decisions.
- 1.2 The City of London's first three-year Resident Involvement Plan was agreed by Members of the Community & Children's Services Committee in November 2010.
- 1.3 The main aims of the Plan are to ensure that we keep residents informed about what we are doing, to offer a range of ways we consult with residents, and to ensure that we support residents to be actively involved in community activities and helping us to continuously improve our housing services.
- 1.4 The three year plan, which is the strategic document, is supported by an annual SMART action plan. This is monitored by residents and ensures progress is made on a continuous basis.

2. Current Position

- 2.1 Appendix 1 sets out the completed year-two SMART action plan in detail, using a traffic light system of red and green to easily identify achievements and any delays that might have been experienced.
- 2.2 Our Resident Involvement service is characterised by the following core features:
- A dedicated team consisting of the Head of Involvement and Policy, the Resident Involvement Manager and the Resident Involvement Support Officer. We also have a new Communications Apprentice working with us for one year. The team's role is to implement the Resident Involvement Plan across all housing services, and to support and train residents and staff to be effectively involved in the delivery of the Plan so that we move to a position where residents are genuinely at the heart of our decisions.
 - 135 residents are actively involved, of which 76 are tenants. This compares with 80 residents actively involved from last year. This means that we have a larger pool of residents who give us their views and get involved in community activities.

Impact Assessment of the Resident Involvement Service

- 2.3 The following section highlights some of the key achievements, benefits, and areas of improvement of our Resident Involvement service to date, which are linked to the aims in the Resident Involvement Plan:

A. Customer Service

- (i) With the Resident Involvement Improvement Group (RIIG), we agreed front-line customer service standards and produced Customer Service leaflets, which were laminated and given to all staff as a desk top reference. The aim is to ensure that no matter how a resident contacts us, we will give them a consistent service.
- (ii) We recruited and trained residents to take part in Mystery Shopping exercises and carried out our first pilot mystery shops of our new customer service standards. The results will be used by the Senior Management Team to plan service improvements, along with the results of other research undertaken in 2012.
- (iii) We co-ordinated and launched the texting service for residents. It is currently in use for the repairs service, with further services to come on board over the next few months. Estate staff can also use the service to send bulk one-off texts to inform people of estate matters quickly, i.e., lift breakdowns, power outages, etc.

Areas for Improvement

- (iv) Customer research has indicated some inconsistency in the level of customer service residents receive, so more work will be done to ensure that all residents, no matter where they live or which team they contact, receive the same excellent service. This is a Senior Management Team priority for 2013.

B. Communications

- (i) We co-ordinated production of a new tenant Welcome Pack, working with other teams, and got Residents' Associations to put in their own welcome letters and their newsletters. This supports estate staff to carry out professional sign-ups with new tenants.
- (ii) We reviewed all of our resident publications and agreed timeframes in an effort to ensure we send out timely and useful information.
- (iii) We have recruited a Communications Apprentice to help develop our new social media for Housing and to support the administration of resident surveys and other communications projects.
- (iv) We have designed a template for estate staff to produce their new twice yearly estate newsletters. This ensures that there is consistency in the design. We also arranged for training for the staff to be able to use the template.
- (v) We have set up a handy checklist for estate staff to request new leaflets for display in receptions so the process is streamlined. The purpose is to ensure all relevant information is displayed in receptions at all times, and helps the estate office do the checks quickly. We have received good feedback from estate staff to say that they find it easier to do the checks.

Areas for Improvement

- (vi) We will support the departmental initiatives to improve its communications to residents, ensuring that high and consistent standards are met.

C. Resident Involvement

- (i) We now have 261 residents on our Resident Involvement database, and of these, 198 are tenants (76%). 135 residents are actively involved with us. This means that 135 residents in the past year have been involved in at least one of the many involvement mechanisms we offer. We are pleased to have doubled the number of residents who have given us their involvement preferences over the past year.

- (ii) We delivered Committee Skills training and Equality & Diversity training to our registered Residents' Associations. This helps to ensure they carry out their roles properly and effectively, and move towards being much more independent.
- (iii) We helped residents fund and plan their estate parties for The Queen's Diamond Jubilee and the London 2012 Olympics to increase community spirit. We also offered free First Aid training to residents who were hosting Jubilee events. Jubilee parties were held on seven estates. We also helped get funding for Tudor Rose Court and the Mansell Street Estate for their Jubilee parties.
- (iv) We negotiated the use of time credits (SPICE credits) for resident involvement. Residents can earn time credits for doing work that benefits their communities, whether that is organising estate events or working with us to improve our services. This means our residents can 'cash in' their time credits at various businesses, like the Barbican Centre and Golden Lane Sport and Fitness (the former Golden Lane Leisure Centre).
- (v) We supported two Residents' Associations to create their first newsletters, which were well-received by residents. This ensures they keep in touch and report on what they are doing for the benefit of residents in a more formal way.
- (vi) We attended sheltered scheme meetings to discuss self-financing and other issues with sheltered residents, as they tend not to come to estate meetings. These were well attended.
- (vii) We agreed new Resident Involvement performance indicators with the RIIG. Agreeing these with residents ensure that we are striving to improve areas that are important to them.
- (viii) We organised and involved staff and residents in the second Resident Celebration Day, which saw a higher turn-out than last year and overwhelmingly positive feedback received.

Areas of Improvement

- (ix) Further work will be done to ensure staff involved with Residents' Associations are confident and clear in their roles so that a consistent service is provided.
- (x) We need to develop a more focused approach to involving young residents; social media being one initiative.

D. Digital Inclusion

- (i) Working with Department of Community & Children's Services colleagues, we have secured free IT and internet training for residents on some of our larger estates.

Areas for Improvement:

- (ii) We intend to extend access to this training, particularly in light of recent welfare reforms that will require people to access benefits on-line in the future.

E. Service/Policy Consultations

- (i) We involved residents in the development of the revised Allocations policy and co-ordinated the public consultation process.
- (ii) We co-ordinated resident feedback in the creation of the HRA Business Plan.
- (iii) We co-ordinated resident consultation in reviewing our Decent Homes standard, the results of which have been fed into our asset management strategy development.
- (iv) We support residents to be involved in the re-development project on the Avondale Square Estate and in the Great Arthur House Cladding project. This ensures that residents are meaningfully involved in decisions that will affect them.
- (v) We co-ordinated the STAR tenant satisfaction survey, published the results to tenants and members, and held a session with Estate Management to discuss the results. We also co-ordinated follow-up qualitative research.
- (vi) We produced comprehensive guidance on how to run the Repairs Working Group, including how to produce the performance reports, for Technical Services who agreed to take over the group.

F. Welfare Reform

- (i) We co-ordinate the information that goes to residents and staff to inform them of the changes and where to seek advice.
- (ii) We have attended most Residents' Association meetings over recent months to speak on welfare reform, which has resulted in constructive conversations and awareness raising.

G. Year Three

(i) The key priorities for 2013 are:

- Involving residents in developing a new Housing Strategy (this may lead to changed/new priorities) and in developing the next RI strategy for 2014 onwards
- Welfare Reform and keeping residents informed
- Social Media & involving young residents
- ‘Co-regulation’ (developing our approach to scrutiny, complaints, self-assessment etc.)
- Supporting and developing our Residents’ Associations
- Setting up a Community Fund scheme to enable residents to help decide local estate spending priorities.

3. Corporate & Strategic Implications

3.1 The Resident Involvement Plan supports the City of London’s corporate aim to ‘provide modern, efficient and high quality local services.’ Effectively involving residents leads to service improvements and value for money savings.

3.2 The Resident Involvement service supports the departmental aims and objectives of ‘Implementing Outcomes’, increasing stakeholder involvement/partnership working to drive service improvement, and improving value for money, efficiency and performance.

4. Implications – risk

4.1 Resident Involvement is a core housing service, and we have minimised the risks to this service by having a comprehensive plan, which is regularly monitored, reviewed and reported on. We must be aware of services proposed or delivered through other departments in the City of London to ensure that residents are informed and involved where appropriate. Failure to do so may erode the trust and transparency we are building.

4.2 The budget to deliver the front-line service for the financial year 2012-13 is £43,500 (excluding staffing costs) which is on track. The budget is paid wholly out of the Housing Revenue Account (HRA).

5. Conclusion

5.1 The 2011-2012 Resident Involvement SMART action plan has been mostly implemented. Whilst a couple of actions have been delayed,

this is only to give them more prominence in Year Three as their importance has grown.

5.2 The quality of involvement is very high. Our RI groups operate to consistent standards and receive regular training. Residents regularly report that they feel their input is valued by us.

5.3 The achievements in year two have brought important benefits, namely: identifying and implementing specific service improvements and value for money efficiencies.

Appendices

Appendix 1: Completed 2012 SMART Plan

Contact:

Carla Keegans, Head of Policy and Involvement
carla.keegans@cityoflondon.gov.uk | 020 7332 1653

Or

Wendy Giaccaglia, Resident Involvement Manager
wendy.giaccaglia@cityoflondon.gov.uk | 020 7332 3916

This page is intentionally left blank

Appendix 1 – Resident Involvement SMART Plan (2011-2012)

Re-cap:

The Resident Involvement aims make up the key aims for the first three years of the service. Each year, there is an annual delivery plan to make sure the aims are achieved and built upon. The overall purpose is to develop a transparent, meaningful, and effective Resident Involvement service for the City of London Corporation and its residents.

The first year's delivery plan was detailed as it was mainly concerned with putting the building blocks in place for a new RI service. The second year's plan concentrated on those priorities staff and residents think are most important, whilst continuing to provide the elements set-up in the first year.

The second year plan was based upon three things:

- a) The areas of work that were set up in the first year and continued in the second year as part of a 'good Resident Involvement service' (tasks highlighted in **blue**)
- b) New areas of work that are required (whether by the regulator or internally) or are good practice (tasks highlighted in **green**)
- c) Other priorities that staff and residents have identified (tasks suggested by the Resident Involvement Improvement Group at the end of the first year are highlighted in **pink**)

We use a traffic light system to quickly show which tasks have been delivered on time, and which tasks were delivered, but with a delay. In the 'End Date' column, tasks highlighted **green** were delivered on time. Tasks highlighted **red** indicates that there was a delay, with an explanation given in the 'End of Year Update' column.

Appendix 1 - Resident Involvement SMART Plan 2011-2012

	How will we know it has been done	Start Date	End Date	End of Year Update
Aim 1: Develop a planned and well-managed RI service which is embedded across all Housing Services				
Task 1 RIIG to agree quarterly meeting dates for the RIIG for all of 2012	Dates agreed at meeting, recorded in minutes and circulated to all RIIG members (and new members when they join)	November 2011	December 2011	Attendance has dropped in the last two sessions. We need to re-group in Year 3 to identify why and possibly recruit more tenants.
Task 2 RI team to continue to circulate agendas and updated delivery plan in advance of meetings, and minutes afterwards	RIIG members come prepared to meetings with questions/ comments/ ideas	on-going all meetings	On-going All meetings	
Task 3 RI team to provide examples of good practice RI activity from other organisations at RIIG meetings	Information included with agendas. Discussion and any agreed actions recorded in minutes	on-going all meetings	On-going All meetings	Good practice examples were brought to each meeting. These included good practice examples of Annual Reports, and resident groups/federations.
Task 4 RIIG to help review the Staff RI procedures Guide and RI team to make any agreed changes.	RIIG agenda and minutes. Amendments in procedure guide (if any agreed).	March 2012	April 2012 Completed in September 2012	This was completed late as it was discussed at the July RIIG meeting instead of the April meeting. We had the Annual Report to discuss at the April meeting, so this was pushed back with the agreement of the RIIG.
Task 5 RI team to continue to attend housing team meetings to ensure RI kept as standing agenda item.	Team meeting notes. RI Team to update RIIG with any ideas/ problems that result from these meetings.	on-going all meetings	On-going All Meetings	We continue to attend these meetings to give updates on RI and to ensure that residents are involved where feasible.
Task 6 Continue to include RI achievements and update in the Annual Report for Tenants.	Annual Report RI Section. RIIG to be involved in agreeing content - as recorded in RIIG meeting minutes.	April 2012	July 2012	The Annual Report went out the week of 9 July to all tenants. The RIIG helped put it together.
Task 7 RIIG to be involved in agreeing, and monitoring, new RI performance indicators (PIs).	RIIG agenda item and agreed PIs recorded in meeting minutes. New PIs included in overall PI set by RI team (and circulated to RIIG)	January 2012	April 2012	We have 261 residents on the Involvement database. 135 residents were actively involved with us this year, compared with 80 last year. This is a 59% increase.
Task 8 Continue to hold an annual Resident Celebration Day, with RIIG members involved in the preparation	Working group set up with RIIG interested members joining. Minutes of these meetings. Programme for the event and attendance lists and feedback forms.	June 2012	October 2012	Our second Celebration day was held on 20th October in the Guildhall. Feedback from those who attended was very good, with a higher turnout than 2011.
AIM 2: Provide a range of ways for tenants and residents to influence housing service and policies.				
Task 1 Ensure RI leaflet and survey included in new Welcome Pack for new tenants and displayed in offices.	RI Team to collate new packs and order leaflets to go inside.	October 2011	July 2012	Welcome packs were sent in July, and we are now working on welcome packages to be left in new tenants' flats to welcome them. The packages contain information on saving energy, and gifts we have sourced for free to help them settle in, like fridge magnets with the repairs service telephone number, pens, tea mugs, etc.
	RI Team to set up checks of office receptions to check displayed an feed back to RIIG	October 2011	November 2011	We created a checklist for leaflets and Mystery Shoppers tested that they were displayed.
Task 2 Contact all new tenants who return their RI survey to register them onto preferred method of involvement.	RI team to update RIIG quarterly with numbers of new tenants signing up.	November 2011	On-going All meetings	We sent out the Resident Involvement survey with the April rent statements, and received a total of 65 new surveys. We are also bringing surveys to all estates when visiting and have included the survey in Welcome Packs.

Appendix 1 - Resident Involvement SMART Plan 2011-2012

	How will we know it has been done	Start Date	End Date	End of Year Update
Task 3 Develop a project plan to increase the opportunities for residents to be involved online.	Project plan updates to be presented to RIIG meetings, as recorded in minutes.	November 2011	September 2012	Free computer courses are being offered by Adult Skills and Education and are open to all City of London Housing residents.
Task 4 Determine interest in estate-based volunteers to undertake practical activities/tasks.	Promotional material. Meetings held with interested residents. Schedule of activities agreed and included into estate-based RI plans.	April 2012	August 2012	Wastewatch, SPICE (time credits), and RI are working together to pilot activities for residents to carry out on three Estates (Golden Lane, Dron House and Avondale Square). This is part of a project called "Our Place" and will also include a Good Neighbour Scheme.
Task 5 - 8 RI team to co-ordinate setting-up and support of a Tenant Scrutiny Panel.	Panel Established; membership lists, meeting notes, services scrutinised.	September 2012	October 2012 Carry forward to Year 3	Given national changes to the Housing Ombudsman and the Localism Act, we will carry this action forward and develop a robust framework incorporating tenant scrutiny, complaints and self-assessment.
Task 9 RI team to ensure Home Owner Forum meetings are facilitated as agreed.	Minutes and agendas and attendance sheets of Leaseholder Forum meetings will be circulated to all attending meetings and online.	November 2011	On-going	We have provided the administration support to have these meetings, and attend where necessary.
Task 10 RI team to ensure tenants are involved in the review of the Allocations and Lettings policy.	Focus group(s) established, surveys completed, results fed into decision-making process, final Committee report to evidence the inclusion of tenants views.	April 2012	November 2012	Residents were involved throughout the process.
AIM 2 Support tenants to be genuinely involved in the management of their homes (from estate services to strategic decisions) and their communities.				
Task 1-2 RIIG (and Resident Associations) to be involved in developing new governance arrangements to ensure tenants are included in the core monitoring of the new housing business plan and budget.	New governance arrangements developed inclusive of residents.	June 2012	March 2013 Carry Forward	Residents have been consulted on core parts of the HRA Business Plan, including reviewing our 'Decent Homes' standard. Given the impact of welfare reform and changes stated in Aim 2, Tasks 5-8, this action will be completed in Year Three and linked to the development of our new housing strategy.
Task 3 Ensure Tenant Empowerment Programme (TEP) is included in new Welcome Packs for new tenants and displayed in estate receptions.	RI team to collate new packs and print copies of relevant TEP to go inside	October 2011	December 2011 (completed June 2012)	The TEP took longer than anticipated to produce, as a tailored version for each London Borough is needed for each of our estates.
Task 4 RIIG to review content of TEP and RI team to make agreed amendments and re-print.	RIIG meeting agenda and minutes to record any agreed changes.	June 2012	September 2012	In light of welfare reform, the TEP brochures have been updated to include more financial information and advice.
Task 5 RIIG (and Resident Associations - RAs) to be involved in setting budget for TEP (which includes grant –funding to RAs).	RIIG and RA meeting minutes. Agreed proposed changes to be fed into budget planning process by RI team and RI team to feedback results to RIIG and RAs.	January 2012	March 2012 On-going	Resident Associations are being consulted on changes to the grant funding scheme; changes to begin April 2013.
Task 6 Continue to deliver Committee Skills training to new registered RAs and to RAs which have had a major change in Committee membership.	RI team to report to RIIG on creation of new RAs and to update on all tenant training delivered – as recorded in RIIG minutes.	November 2011	On-going reporting at RIIG Meetings	AGMs were held by all Residents' Associations and follow-up Committee Skills training delivered as refresher courses. There were no new RA's set up in year two.

Appendix 1 - Resident Involvement SMART Plan 2011-2012

	How will we know it has been done	Start Date	End Date	End of Year Update
Task 7 RI team to train/ facilitate Equality and Diversity training for Resident Associations and RIIG members.	Training materials and attendance logs, reported to RIIG.	April 2012	July 2012	Two sessions were delivered in June 2012. 17 residents attended, and positive feedback received.
AIM 4: Encourage and support under-represented tenants to become involved				
Task 1 Introduce new tenant sign-up procedures to ensure all new tenants complete required profiling data.	New sign-up procedures adopted and data input into the electronic housing management system (Orchard).	November 2011	On-going	Sign-up procedures were agreed in October. Monthly reports are generated to identify relevant staff of: support needs of new tenants, and preferred methods of communication/ involvement.
Task 2 RI team to liaise with new Supported Housing team to contact tenants, identify and develop preferred methods (if any) of involvement.	RI database will hold details of those tenants involved and preferred methods of involvement.	November 2011	On-going	RI Manager attended Scheme meetings at all three sheltered units to give information and get feedback from residents. These will continue as they are well attended.
	Mini RI plan for tenants requiring support developed (and progress reported on at RIIG meetings).	November 2011	December 2011	RI Manager meets with Scheme Managers quarterly to progress plans.
AIM 5: Maximise the use of the City of London (Housing owned) Community Centres				
Task 1 RI team to ensure the RA is actively involved in the redevelopment project at Avondale Square.	(Once planning permission granted) project board to be established with RA representatives as members. Project board membership list and all meeting minutes etc.	April 2012	On-going	RA meetings receive regular updates. Pre-planning application has been approved by Southwark council and a project team will be put together once full approval is granted.
Task 2 RI team to ensure the RA is actively involved in the redevelopment project at Middlesex Street estate.	Project board to have RA representatives as members. Project board membership list and all meeting minutes etc.	November 2011	On-going	Area Manager of Middlesex Street involves residents in the redevelopment project.
Task 3 RI team to support residents to take over the eventual management of the new Avondale Square Community Centre, if interest in this.	Appropriate training completed and legal structure in place	TBC (discussions won't begin until after planning permission granted)	Carry forward	Cannot commit to details or dates yet as only pre-planning permission has been granted.
AIM 6: Provide effective and tailored communications and customer service to all tenants and residents living on all City of London housing estates.				
Task 1 Produce leaflets setting out services standards for housing services that do not yet have these.	New leaflets printed and displayed in estate receptions and online. Periodic Checks to ensure leaflets displayed in receptions across estates.	November 2011	June 2012	The Customer Services leaflet has been done and has been put in the Welcome Packs. Laminated copies have gone to all staff to keep handy. Allocations and Lettings Leaflet will be delivered February 2013. The RI Team co-ordinate printing and display.

Appendix 1 - Resident Involvement SMART Plan 2011-2012

	How will we know it has been done	Start Date	End Date	End of Year Update
Task 2 RI team to co-ordinate review of front-line customer service standards and involve residents in this process.	Mini project plan to be developed and involved residents will be invited to participate in:	November 2011	September 2012	Updated customer services standards were rolled out in April 2012. RIIG agreed a mystery shopping schedule. Mystery shopping (carried out by trained tenants) to take place twice a year.
	checking our on-line information and that displayed in estate receptions			
	reviewing customer complaints process, and			
	In setting revised customer service standards.			
	Progress reported to RIIG on roll-out of revised standards			
Task 3 RI team to co-ordinate administration of the STAR (tenant satisfaction) survey and publish results to residents.	Survey posted to all tenants with freepost envelopes	January 2012	March 2012	We had a 58% response rate, which was 5% higher than 2009. Main results were put in Your Homes and in the Annual Report for Tenants.
	Company employed to input all results and produce analysis report.	February 2012	May 2012	This led to the commissioning of follow-up research to drill further into the results.
	Results fed back to RIIG and group to be involved in improvement actions as necessary.	May - June 2012	May - June 2012	We held a session with Estate Management to discuss the drop in tenant satisfaction with taking their views into account.
	Results included in 2012 Annual Report for Tenants.	July 2012	July 2012	Results have been included in Annual Report
Task 4 RI team to co-ordinate the new Tenant Texting service via the Repairs Working Group (RWG)	Rolled out and reported on at bi-monthly RWG meetings.	November 2011	April 2012	The Texting system went live for repairs, and is now moving on to rents (tenants will be able to text to get their rent balances).
Task 5 RI Team to promote the idea of a 'panel' of residents who can help to ensure all resident communications are free from jargon, easy to understand and read etc.	Idea promoted as part of customer service standards review project and to RA meetings. Panel set-up and supported, if sufficient interest in this.	November 2011 (Promoting the idea)	April - June 2012	When it was launched in May 2012, only three tenants showed interest. This work will carry on in Year Three.

This page is intentionally left blank

Agenda Item 6

Committee(s): Projects Sub Committee Finance Committee Housing Management Sub Committee	Date(s): 10 January 2013 22 January 2013 31 January 2013
Subject: Golden Lane Estate – Great Arthur House: Curtain Walling/Windows/Other Works Gateway 4c Detailed Design	Public
Report of: The City Surveyor	For Decision CS 490/12
<u>Summary</u> <u>Dashboard</u>	
Project Status	Amber
Time Line	April 2012 – June 2015
Programme status	On time
Approved works budget	£4,071,000
Latest estimated works cost	£5,525,000
Works expenditure to date	£ 9,845
Approved fees budget (inc. staff costs)	£ 798,000
Estimated fees budget (inc. staff costs)	£ 662,325
Fees expenditure to date	£ 125,553
Staff costs expenditure to date	£ 42,977 (City Surveyors £28,283, Community and Children’s Services £14,694)
Additional works budget sought at this Gateway	£1,454,000
Reduction in fees from Evaluation Report	£ 155,675
<u>Context</u>	
<p>Great Arthur House is a Grade II listed residential block located on the Golden Lane Estate, which was constructed in 1957 by Chamberlin, Powell and Bon. A key architectural feature of the block is the narrow sectioned curtain walling, which has come to the end of its economic life and is failing significantly. As a consequence, residents have experienced significant water penetration. In addition, the thermal qualities of the construction do not meet modern standards and, in 2007 the block failed to meet “Decent Homes” standards.</p>	
<p>In May 2010 an Evaluation Report was approved by the Community and Children’s Services Committee to proceed with the appointment of consultants to draw up proposals for the complete replacement of the curtain walling and associated elements including redecoration.</p>	
<p>One of the key issues identified within the report was the anticipated need for significant structural strengthening of the block’s structure as a consequence of increased weight from any replacement curtain walling. This report provides an update on the position relating to structural strengthening following further design development and includes details of the project budget revisions.</p>	

Brief description of project

The project consists of the replacement of curtain walling to the East and West elevations including the adjoining balcony doors, the replacement of single windows to the North and South elevations and external redecoration. Other ancillary works include remedial works to the balcony door upstands, the provision of a cleaning and maintenance system for the external elevations and some external repairs and redecoration to all external elements. The total cost of this project will be funded from Capital (HRA): £5,987,325 & Revenue: £200,000.

Option selected at previous Gateway

The recommendation to replace the current curtain walling was approved via an Evaluation Report under the previous approval arrangements. The Town Clerk has confirmed that in order to tie into the current approval process, the next approval stage (this report) will be Gateway 4c: Detailed Design. As a consequence this report provides more information than would normally be provided at Gateway 4c in order to capture the project development intended to be reviewed at earlier Gateway reports.

Next Steps

Following approval of this report, the next steps will be to:

- Secure planning approval and Listed Building Consent
- Procure the works via advert in the Official Journal of the European Union (OJEU)
- Seek approval via Gateway 5: Authority to Start Work to commence works on site.

Recommendations

It is recommended that your Committee:-

- Approve the proposed design for the replacement of the curtain walling and associated works as set out in this report.
- Approve a revised budget of £6,187,325, an increase of £1,318,325 over the previous estimated project cost. (£3,815,904 from HRA and £2,371,421 from long leaseholder contributions.)
- Approve the continuation beyond RIBA Stage D to Stage L of the appointment of John Robertson Architects Ltd. and Sweett (UK) Limited.
- Approve the application to the Government Office for London (GOL) to obtain a further extension to obtaining the Government's Decent Homes Standard until July 2015.
- Approve the tolerance figure of + 5% of the value of the works totalling £276,250 to address the potential risk of unforeseen construction elements.

Overview

<p>1. Evidence of Need</p>	<p>Great Arthur House was constructed in 1957 during a period of austerity and when technical design solutions and manufacturing systems were unsophisticated compared to today's standards.</p> <p>The original curtain walling and independent flank wall windows have reached the end of their economic life with residents experiencing severe water penetration, condensation and poor thermal qualities. In 2007 the block failed to meet the requirements of the Government's Decent Homes Standards.</p> <p>Whilst a range of remedial works have been undertaken to try to remedy the problems over a number of years, these measures have failed to provide a comprehensive, effective and long term solution.</p> <p>Approval for complete replacement of the curtain walling and independent windows was granted in May 2010.</p>
<p>2. Success Criteria</p>	<ul style="list-style-type: none"> • The securing of full Planning Permission and Listed Building Consent. • The completion of the works by summer 2015. • A significant improvement in the quality of living including thermal and sound efficiencies for residents. • Compliance by the Landlord with the Government's Decent Homes standards.
<p>3. Project Scope and Exclusions</p>	<p>The scope of the project is limited to external envelope works. No internal works are proposed except for those that interface with the external works such as window reveal replacement and the need to relocate light switching and electrical sockets where they are currently located within the reveals or spandrel below the curtain wall fenestration. Provision has been made for additional electrical works that may be required in order to satisfy statutory obligations as part of the budget increase.</p>
<p>4. Link to Strategic Aims</p>	<p>To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.</p> <p>This project also supports the Sustainable Community Strategy Themes of "The City Together – Supporting our Communities" (to promote appropriate provision of</p>

	housing and community facilities) and “Protection, Promotion and Enhancement of our Environment” (to ensure high standards of energy and resource efficiency in the design and implementation of the built environment and to encourage reduced carbon emissions across all sectors) and supports the City of London Corporation’s strategic aims of maintaining high standards of residential housing within the City (and in six other London Boroughs).
5. Within which category does the project fit	The curtain wall/window replacement works are categorised as Type 1 (Health and Safety) as well as a statutory priority of meeting landlord’s obligations and the Government’s Decent Homes standard.
6. What is the priority of the project?	Priority A (Essential).
7. Governance arrangements	The progress of the project will be reported monthly to the Community and Children’s Services Programme Board which will oversee the project and act as the decision making body.
8. Resources Expended To Date	Fees: 125,553.00 Staff costs: £42,977 of which City Surveyors £28,283 Community and Children’s Services £14,694. This will be financed from the HRA and long lessees’ contributions.
9. Results of stakeholder consultation to date	Significant consultation has been undertaken as set out at Appendix 2. Results of stakeholder consultation have been positive, with the majority of residents supporting the scheme. A number of meetings have also been held with the City of London Planning Department, Building Control English Heritage and the Twentieth Century Society (C20) in order to obtain an understanding of the specific interests of these stakeholders and to share and develop an approach that meets both the constructional challenges of the project and the demands that the listing status imposes on any proposals moving forward. These meetings have proved to be of significant value and have resulted in stakeholder support for the proposed scheme.
10. Consequences if project not approved	It is anticipated that the following consequences are likely should the project not be approved: <ul style="list-style-type: none"> • Continued and increasing complaints from residents in connection with water ingress and

	<p>condensation will be experienced</p> <ul style="list-style-type: none"> • Potential legal challenges from residents due to disrepair • Deterioration of the fabric of the building will occur as no other works are planned or costed for within the Planned Maintenance Programme. • Failure of the landlord to meet their statutory repair obligations • Potential H&S issues with the possibility of sections of the curtain walling becoming loose • Disproportionate expenditure on remedial and temporary measures. Short term repairs to the curtain walling have proved to be ineffective. Access to the external faces of the building currently represents a high health and safety risk and is disproportionately costly. • Escalating heating and running costs to residents. As the curtain walling units continue to fail with more residents being affected, it is anticipated that residents' heating and running costs will increase. The current Standard Assessment Procedure (SAP) rating has been calculated at just over 65, the level at which Government guidance sets as an indicator of fuel poverty. The current Occupant Comfort Assessment undertaken by the design team predicts that the proposed improvements will reduce heat loss of the building by 31%, which is a significant improvement that will translate into cost savings for residents. • Reputational risk. The project has been developed over a considerable period of time, with works first discussed some 12 years ago. Further delay will have the potential of reputational risk for the City of London by way of failing to meet its prior commitments and statutory obligations.
--	--

Detailed Design

<p>11. Brief description</p>	<p>The proposed works consist of:</p> <ul style="list-style-type: none"> • replacement of curtain walling to the East and West elevations including the balcony doors and fanlights. The balcony doors which were approved for refurbishment at evaluation stage
-------------------------------------	---

	<p>are now recommended for replacement due to the interface with the proposed curtain wall construction and in order to provide an adequate threshold between the balcony and living room.</p> <ul style="list-style-type: none"> • replacement of the single windows to the North and South elevations. • the inclusion of an access system (roof cradle) that facilitates an improved maintenance and cleaning regime. It is noted that basic repairs of the existing cradle were approved at evaluation stage with main reliance upon abseiling as a method of cleaning and maintenance. However, this report recommends the installation of a new cradle access system to provide both a mechanism for cleaning and maintenance due to safety issues and the improvement in technical options. • external redecorations and associated repairs including concrete works. • enabling works including a provisional sum for unforeseen asbestos removal • remedial works to residents' electrical installations affected by the curtain walling replacement. A provisional allowance has been incorporated to cover rewiring works is necessary. • the provision of internal screen protection to maintain weather tightness, security, safety, light and heat within the properties whilst the existing curtain walling is being replaced. It is anticipated that the works will be undertaken to 2 Nr dwellings at a time with the internal protection being relocated as the works progress within the block.
<p>12. Design summary</p>	<p>Details of the proposed design are provided at Appendix 3</p>
<p>13. Confirmation that design solution will meet service requirements</p>	<p>Community and Children's Services' brief (in summary) is to provide a scheme that will</p> <ol style="list-style-type: none"> a) Secure Listed Building consent b) Comply with the Building Regulations c) Meet the Decent Homes Standard d) Improve energy efficiency of the building e) Improve the residents' overall amenity in relation to operation and comfort

	<p>f) Minimise disturbance to residents in occupation during the construction works</p> <p>g) Provide a reasonable & maintainable life for the new components.</p> <p>The proposed scheme meets these requirements.</p>
14. Key benefits	<p>Approval of the proposals set out in this report will result in the following key benefits:</p> <ul style="list-style-type: none"> • A scheme that is sympathetic to the original design concepts of the block and the Golden Lane Estate. • A scheme that will provide residents with a significantly improved level of comfort being wind and watertight with considerably enhanced thermal qualities. • A long term solution that will ensure warrantability and whole life cost advantage. • Value for money. • Ensures compliance with the city's statutory repair obligations in its capacity as the landlord. • Ensures that structural integrity is maintained with the minimum amount of disruption to residents. • Includes an improved cleaning and maintenance regime for the façade. • Provides real cost benefits for residents resulting in lower heating bills due to the enhanced thermal qualities of the new curtain walling.
15. Programme and key dates	<p>The programme and key dates are provided at Appendix 4</p>
16. Constraints and assumptions	<p>A significant and varied number of site investigations, modelling and review has been undertaken in order to understand the construction parameters of Great Arthur House and to verify or otherwise the original drawings and details that have been made available to the design team.</p> <p>This has included:</p> <ul style="list-style-type: none"> • Asbestos surveys at two properties • Constructional opening up of internal elements associated with the curtain walling • Structural analysis including core sampling of the concrete structure, exposure of reinforcement

	<ul style="list-style-type: none"> • A full dimensional survey • Structural and thermal modelling • A review of historical data and records <p>However, it should be noted that no investigation can be exhaustive and assumptions that relate to the findings of these analyses may fail to be consistent once works commence on site.</p> <p>It is possible that asbestos containing material maybe discovered and unforeseen construction elements identified.</p> <p>This has been accommodated by the inclusion of a tolerance identified within this report.</p>
<p>17. Risk implications</p>	<p>A risk summary is included at Appendix 5.</p>
<p>18. Stakeholders and consultees</p>	<p>The following are a list of stakeholders and consultees for this project:</p> <ul style="list-style-type: none"> • Members • Tenants of Great Arthur House • Leaseholders of Great Arthur House • Residents of the Golden Lane Estate • Users of facilities within the Golden Lane Estate • Local residents adjoining the Golden Lane Estate • Interested parties: Architectural Organisations • City of London Planning Department • Building Control • English Heritage • Twentieth Century Society (C20) <p>Significant consultation has been undertaken with a range of stakeholders as the scheme has been developed following the Evaluation Report.</p> <p>The key elements for consultation prior to the next Gateway report will be to:</p> <ul style="list-style-type: none"> • Consult all stakeholders on the proposed planning application and Listed Building Consent. • Secure a resident group to assist in the selection of a contractor for the works. • Comply with the consultation obligations under the Landlord and Tenant Act 1985,

	<p>Section 20.</p> <ul style="list-style-type: none"> • Hold a number of resident drop in sessions to engage with residents and provide an opportunity for seeking residents' views and feedback. • Issue regular newsletters advising residents of the progress of the project. • Ensure that Members are adequately and regularly briefed.
19. Legal implications	<p>It is possible that the City may receive challenges from residents as a consequence of the City's statutory obligations as the landlord & challenges from long leaseholders. The risk will need to be managed through active consultation with the relevant stakeholder as indicated in the risk summary included at Appendix 5.</p> <p>Given the value of the works, it will be necessary to ensure compliance with the Public Contracts Regulations 2006 (as amended), advertising the tender through the publication of a notice in the Official Journal of the European Union (OJEU) and allowing for an "Alcatel" standstill period within the programme for potential legal challenges from unsuccessful tenderers prior to final contract award.</p> <p>It will not be possible to utilise the iESE framework to procure the construction works due to the City's obligations to comply with the Landlord and Tenant Act 1985 – Section 20 consultation process.</p>
20. HR implications	Not applicable.
21. Benchmarks or comparative data	Under the previous Evaluation Report comparative analysis was undertaken to identify the most appropriate approach. In addition, the design team have subsequently reviewed a range of curtain walling systems and profile options in order to select the most appropriate proposals. These details are available on request.
22. RIBA Stage (where relevant)	The project is currently reaching the end of RIBA Stage D.
23. External advice required	All external consultants anticipated for the project have now been appointed, no further external advice is anticipated at this stage.

<u>Financial Implications</u>	
24. Total Estimated Cost (£)	£6,187,325
	The increase from the previous budgets approved in

	<p>May 2010 is detailed at Appendix 1. The reasons for this increase are due to the following:</p> <ul style="list-style-type: none"> a) An uplift in rates to bring the costs in line with 2012 figures b) More detailed analysis of the structure has revealed the lack of tolerance within the building's construction to accommodate further structural loading c) The need to meet the specific requirements of listed status d) The additional cost of installing a curtain walling system that complies with current Building Regulations e) The selective and restrictive nature of the curtain wall industry
<p>25. Source(s) of project funding</p>	<p>Housing Revenue Account and leaseholders' contributions</p> <p>For a breakdown of funding see Appendix 1.</p> <p>Of the 120 dwellings at Great Arthur House, 46 are currently of leasehold tenure. It is noted that long leaseholders' contributions to this scheme will be high: £51,552 - see Appendix 1 (vi). The City has put in place a number of payment options and assistance to support any leaseholders who meet the required criteria.</p> <p>Leaseholders may be entitled to a discretionary loan for up to ten years. For leaseholders who are owner occupiers there is an interest free period for up three years. However, the current maximum loan is £41,000.</p> <p>Equity loans or purchase of an equitable interest may be considered for leaseholders who meet the criteria outlined in the City's buy back scheme.</p> <p>The buyback scheme applies to original Right to Buy purchasers who are owner occupiers who satisfy hardship criteria and wish to remain in occupation. The property is bought back at the lower of the original discounted Right to Buy price or current market value.</p> <p>There is also a mandatory scheme which is included in the lease which offers a loan to Right to Buy purchasers and their successors for a period of ten years from the purchase of the lease, interest is payable on the loan.</p> <p>If long lessees opt for loans or buy back options there would be a financial implication for the City Fund. This will need to be quantified following further consultation with long lessees which is due to be undertaken in January 2013.</p>

<p>26. Anticipated phasing of capital expenditure</p>	<p>Anticipated phasing is provided at Appendix 1.</p> <p>Current approval has been granted for fees and staff costs of £798,000 & works at £4,071,000 (Capital) plus £20,000 for fees and staff costs & £180,000 for works from the 2012/13 & 2013/14 revenue budgets. Refer to Appendix 1 for revised figures. It is anticipated that the total cost of fees and staff costs required up to Gateway 5 will be £400,000.</p>
<p>27. Estimated capital value/return (£)</p>	<p>n/a</p>
<p>28. Fund/budget to be credited with capital return</p>	<p>n/a</p>
<p>29. Estimated on-going revenue implications (£)</p>	<p>There will be on-going maintenance costs associated with the proposed works with an initial maintenance inspection at the end of 10 years following completion with five yearly inspections thereafter.</p>
<p>30. Source of on-going revenue funding</p>	<p>Housing Revenue Account (HRA)</p>
<p>31. Fund/budget to be credited with income/savings</p>	<p>n/a</p>
<p>32. Anticipated life</p>	<p>The anticipated life of the proposed works as recommended in this report is a minimum of 30 and a maximum of 50 years with the exception of redecoration which is anticipated to have a 7- 10 year life.</p>
<p>33. Procurement approach</p>	<p><u>Consultants</u></p> <p>A brief for the appointment of a Multi-Disciplinary Designer was tendered via OJEU in 2011 which included a full service from RIBA stages B-L subject to a break at the end of RIBA Stage D.</p> <p>The break was incorporated to limit the City's financial commitment and to provide an opportunity to review the designer's performance.</p> <p>Tender submissions were evaluated by a panel of City of London Officers along with two residents from Great Arthur House on the basis of a 70/30% quality/price split which is in line with HM Treasury Procurement Guidance No3 <i>Appointment of Consultants and Contractors</i>. The preferred bid was from John Robertson Architects Ltd (JRA).</p> <p>The cost consultancy works were tendered in 2011 utilising the City of London Consultant Appointment</p>

Conditions F via the London Portal. Again this was for the full service but included a break clause at RIBA Stage D in order to limit the City's financial commitment and to facilitate the opportunity of review subject to the cost consultant's performance.

Tender evaluation identified that Sweett (UK) Limited (Sweett) had submitted the most economically advantageous tender.

Following the approval of the Evaluation Report in May 2010, both consultants' appointments were confirmed in April 2012. Background papers are identified at the end of this report which provides details of the tender analysis.

A review of the performance of both consultants has been undertaken, which included seeking views from long leaseholders. It has been concluded that both JRA and Sweett have acquired a detailed understanding of the technical demands of the project and it is therefore in the interests of the project to retain that expertise and avoid the delay and increased costs that would be involved in re-tendering the consultancy services.

The retention of both JRA and Sweett has implications in connection with the City's obligations as landlord in complying with the Landlord and Tenant Act 1985 ("the Act"). The continued appointments will amount to "qualifying long term agreements" for the purposes of Section 20 of the Act, which requires prior consultation with leaseholders.

An application to request dispensation from consultation imposed on the City by Section 20 was submitted to the Leasehold Valuation Tribunal on 18 October 2012.

The dispensation hearing is on 12 December 2012. Given this timing, the results of the hearing will be communicated orally to the committee and this report is draft upon the assumption that the City's application is successful.

Should there be a negative decision resulting in the City having to re-consult, options and implications will be considered via an Issues Report.

Works

A works contractor will need to be procured to undertake the fabrication, manufacture and installation of the new curtain walling and independent flank windows as well as undertake the range of other ancillary works required as part of this project.

The curtain walling and window replacement is a specialist area requiring the procurement of an experienced and competent contractor who is also able to understand and meet the demands of completing these works whilst all 120 properties are fully occupied.

A number of specialist curtain walling fabricators/installers have already been approached on an informal basis to “soft market test” the design proposals and develop an understanding of the likely appetite for the project.

Given the anticipated value of the works, the procurement approach will be advertisement via the Official Journal of the European Union (OJEU) utilising the Restricted procedure.

As the fabrication and installation of the new curtain walling is a specialist area, care will need to be exercised at tender stage to ensure that the most appropriate contractor is appointed who can demonstrate a high level of technical competence and engagement with a specialist curtain wall sub-contractor, assuming that such contractor does not have sufficient in-house capabilities. Verification will be also sought at tender stage to ensure that the successful contractor will be able to demonstrate a high level of experience in managing complex construction projects with works being undertaken in occupied properties. To this end approval is also sought to incorporate, as part of the procurement approach a pre-qualification stage with evaluation of the overall tender submissions based on a 60/40% quality/cost split. Again, this proposed split is in line with guidance from HM Treasury where there is a need to specifically evaluate the qualitative elements of the tender submissions.

The proposed contract for contractor appointment is the JCT Standard Building Contract without Quantities 2011, to incorporate a Contractor’s Design Portion, whereby the contractor will take responsibility for developing and completing the design of the curtain wall, the major value element. The proposed contract will include amendments prepared in consultation with the Comptroller & City Solicitor, in line with the City’s contract standards.

It is noted that at the time of the Evaluation Report “Design and Build” was the suggested procurement route. However, following detailed analysis of the specifics of the project and noting the number of unique project risks associated with the proposed works at

	<p>Great Arthur House, this is not considered to provide the most appropriate and cost effective procurement route.</p> <p>These risks can be summarised as follows:</p> <ul style="list-style-type: none"> • the nature of the project, being refurbishment, where the condition of the existing construction cannot be known in its entirety prior to works commencing • the requirement to work within a fully occupied residential block of 120 units • the logistical complexity of installation • the specialist and “bespoke” nature of the curtain walling required to meet the Listed Building Consent • the reduced certainty of the continuation of the design team to progress the design <p>Due to the risk profile of the project, it is considered that tenders will be disproportionately increased to accommodate these should the responsibility for all elements be transferred to the contractor.</p> <p>The procurement analysis is available as a background paper.</p>
<p>34. <u>Recommendation</u></p>	<p>This Gateway 4c report seeks the following recommendations:</p> <ul style="list-style-type: none"> • Approval of the proposed design for the replacement of the curtain walling and associated works. • Approval of an increased budget of £6,187,325 • Approval, subject to a satisfactory outcome to the Section 20 dispensation hearing, to the continuation beyond RIBA Stage D of the appointment of John Robertson Architects Ltd. and Sweett (UK) limited. • Approval (if necessary) to apply to the Government Office for London (GOL) to obtain a further extension to obtaining the Government’s Decent Homes Standard until July 2015. • Approve the tolerance figure of +25% of the value of the works which totals £276,350.
<p>35. Reasons</p>	<p>The report recommends the most appropriate design solution following significant technical analysis. The proposal as set out in Appendix 3 best meets the requirements of Planning & Listed Building Consent, Building Regulations and other statutory obligations to</p>

	improve the quality of comfort for residents and offers a long term, cost effective solution.
--	---

Background Papers

Evaluation Report	Report Community and Children’s Services Committee 14 May 2010
Consultants’ Appointments	Tender reports
Design Development	JRA Stage D Report
Procurement Analysis	City Surveyor’s

Internal Consultation

The following Departments have been consulted as part of the drafting of this report	Chamberlain’s, City Surveyors, City Solicitors, Policy, Community and Children’s Services.
---	--

Appendices

Appendix 1	Financial Analysis
Appendix 2	Stakeholder Consultation
Appendix 3	Detailed Design Information
Appendix 4	Programme and Key Dates
Appendix 5	Risk Summary

Contact

Report Author	Inez Cornwell
Email Address	Inez.cornwell@cityoflondon.gov.uk
Telephone Number	0207 233 1766

This page is intentionally left blank

**Appendix 1
Financial Analysis**

i) Latest estimated budget at Evaluation Stage (May 2010)

The latest estimated budget for the project is broken down as follows:

				£	£	£	£
A	Estimated cost for the project Essential Works						
		Works					
			HRA	2,399,693			
			Leaseholders' contributions	1,491,307			
						3,891,000	
		Fees and staff costs					
			HRA	479,815			
			Leaseholders' contributions	298,185			
					778,000		
			TOTAL				4,669,000
B	Essential cyclical external repairs & redecoration						
		Works					
			HRA	111,011			
			Leaseholders' contributions	68,989			
						180,000	
		Fees and staff costs					
			HRA	12,335			
			Leaseholders' contributions	7,665			
					20,000		
			TOTAL				200,000
			TOTAL APPROVED BUDGET				4,869,000

ii) **Fees & Staff Costs: Difference in latest estimated budget at Evaluation Stage with current approved tendered fees and estimated other costs**

	Essential Works - Capital					External redecoration - Revenue	
	JRA Ltd.	Sweett	Other fees	Staff costs	Contingency	Staff costs	TOTAL
Evaluation report	459,000	97,000	17,000	134,000	71,000	20,000	798,000
Current estimate (this report)	425,925	45,400	17,000	154,000	Nil	20,000	662,325

iii) Total Estimated Cost

The proposed Works estimate following detailed design analysis by the design team and cost consultants is set out below along with a comparison of the original breakdown as reported in the May 2010 Evaluation Report:

		City of London Estimate January 2009	City of London Estimate February 2010	Sweett cost plan no.3 November 2012
		£	£	£
Estimated cost for the project				
All works				
	Curtain walling replacement	1,500,000	1,500,000	2,467,000
	Replacement of internal spandrel walls	85,000	85,000	Included
	Replace windows to N & S elevations	40,000	40,000	150,000
	Works to windows, bathrooms & kitchens	500,000	0	0
	Upgrade balcony doors & fanlights	140,000	83,000	290,000
	Floor edge structural strengthening	720,000	720,000	350,000
	Roof works	0	0	73,000
	Concrete repairs	15,000	0	210,000
	Concrete redecoration	35,000	0	See below*
	Other external redecorations	20,000	0	See below*
	Wall insulation & render to N&S elevations	180,000	0	0
	Cleaning and maintenance equipment	300,000	0	150,000
	Temporary screens to internal	80,000	80,000	88,000
	Scaffolding / access	260,000	260,000	410,000
	Asbestos removal	120,000	120,000	138,000
	Disturbance	120,000	120,000	230,000
	Opening up, site investigations, mock ups	0	55,000	60,000
	Preliminaries	645,000	474,000	729,000
	Contingency	240,000	354,000	n/a
	TOTAL : Capital	5,000,000	3,891,000	5,345,000
	TOTAL : Revenue *Essential cyclical external repairs & re-decoration	0	180,000	180,000
	TOTAL	5,000,000	4,071,000	5,525,000
Fees & staff costs			798,000	662,325
TOTALS			4,869,000	6,187,325

iv) Total Movement

Reasons together with cost movement for increase in budget from February 2010 estimate can be summarised as follows:

Works	Additional Cost (£)
Provision of curtain walling and floor strengthening that minimises resident disruption and meets the requirements of Planning and Listed Building Consent.	353,000
Replacement of windows to the North and South elevations including making good to the structure.	110,000
Replacement of existing timber balcony doors	119,200
Roof level interface repairs	73,000
Concrete repairs & associated redecoration	210,000
Roof cradle for cleaning and maintenance	150,000
Access to the block (access scaffold only)	106,000
Internal protection and making good to dwellings following the replacement curtain walling works	110,000
Contractor's preliminaries	222,800
Total Movement between February 2010 and Sweett cost plan no. 3 November 2012	1,454,000

v) Anticipated phasing of cash flow expenditure

	April 2012 – March 2013	April 2013 – March 2014	April 2014 – March 2015	April 2015 – March 2016		
% works complete	0%	5%	70%	25%	100%	
	0	276,250	3,867,500	1,381,250	£5,525,000	5,525,000
% fees expended	45%	30%	20%	5%	100%	
JRA	191,666	127,777	85,185	21,297	£425,925	471,325
% fees expended	30%	25%	35%	10%		
Sweett Group	13,620	11,350	15,890	4,540	£45,400	
% fees expended	70%	30%	0	0	100%	
Other fees (Planning, Building Control)	11,900	5,100	0	0	£17,000	17,000
% Staff costs	30%	30%	30%	10%	100%	
City Surveyors	34,500	34,500	34,500	11,500	£115,000	174,000
Community and Children's Services	17,700	17,700	17,700	5,900	£59,000	
					TOTAL	£6,187,325

vi) Revised Long Leaseholder Contributions

	Total costs (works plus fees and staff costs)	Total HRA contribution	Total long lessees contribution	Contribution per long lessee
Long leaseholder contributions at Evaluation Report stage	£4,869,000	£3,002,854	£1,866,146	£40,569
Proposed long leaseholder contributions	£6,187,325	£3,815,904	£2,371,421	£51,552

This page is intentionally left blank

**Appendix 2
Stakeholder Consultation**

The following table details the resident consultation undertaken to date

	Event	Circulation	Date
a	Newsletters generated by Barbican Estates Office	All residents	2009 - 2011
b	Newsletter from Barbican Estates Office	All residents	May 2012
c	Residents' meeting	Cladding Group	24 May 2012
d	Newsletter from Barbican Estates Office	All residents	July 2012
e	Newsletter from JRA	All residents	July 2012
f	Drop in session	All residents	26 July 2012
g	Cladding Walkabout	All residents	11 August 2012
h	Newsletter from JRA	All residents	September 2012
i	Drop in session	All residents	23 October 2012
j	Newsletter from JRA : project progress, final option, open meeting and pre planning exhibition	All residents	November 2012
l	Pre Planning Exhibition where the proposed solution will be displayed along with other relevant information (historical background, timetable.)	All residents and interested parties	December 2012

This page is intentionally left blank

Appendix 3 Detailed Design

The replacement of curtain walling and windows at Great Arthur House represents a challenging project for the following reasons:

- The block has listed status being listed Grade II in December 1997
- The original and current curtain walling and windows are constructed from narrow aluminium sections and incorporate only 4mm glazing
- The original façade access system has been adapted and is structurally unable to support the weight of a cradle for cleaning and maintenance purposes
- The current curtain walling and windows do not meet Building Regulations with specific reference to Part A (Structure), Part B (Fire Safety), Part E (Resistance to passage of sound), Part F (Ventilation), Part L (Conservation of fuel and power) and Part N (Glazing.)
- The replacement curtain walling in particular will need to be constructed with components that meet current Building Regulations which will result in a greater overall weight.
- From investigation of the structure it has been ascertained that the construction of Great Arthur House was built within very narrow tolerances. The structure will not be able to accommodate a heavier curtain wall construction without some structural strengthening.

The Design Team investigated a number of options to obtain a proposal that would meet the above parameters. Particular emphasis was given to design a curtain wall system that was:

- Light in weight
- Elegant and compatible with the original design
- Structurally robust
- Complied with the various Building Regulation requirements
- Improved the thermal qualities & included double glazing
- Incorporated equivalent fenestration
- Can be installed via a systematic and modular approach
- Would minimise disruption during installation to residents in occupation

The following is the recommended option for approval as part of this report.

- a) Sketch of curtain wall (external)
- b) Sketch of proposed structural strengthening truss
- c) Section through of profile – showing additional thickness
- d) Drawings showing impact to balcony and flank

Further detail is available as background papers: JRA Stage D Report

This page is intentionally left blank

Appendix 4 Programme and Key Dates

Note all future dates are indicative.

Task	Date
Approval of Evaluation Report Community and Children's Services	14 May 2010
Appointment of Design Team & Cost Consultants: John Robertson Architects & Sweett Group	23 April 2012
Dispensation from consultation as required by Section 20 of the Landlord and Tenant Act 1985.	December 2012
Pre Planning Exhibition for all stakeholders	December 2012
Approval of Gateway 4c Detailed Design (this report)	January 2013
Approval to proceed to RIBA Stage E: Brief Fixed	January 2013
Submission of Planning Application	January 2013
Approval to proceed to RIBA Stages F&G: production information & Bill of Quantities	March 2013
Approval to proceed to RIBA Stage H: tender action	April 2013
Consultation 1 - Landlord and Tenant Act 1985	May 2013
Submission to Planning & Transportation Committee	June 2013
Submission to National Planning Casework Unit (Listed Building Consent).	July 2013
Works - advert via OJEU	June 2013
Approvals - Planning and Listed Building Consent	August 2013
Approvals - Building Control approval	August 2013
Works - Expressions of Interest received	August 2013
Works - Pre-qualification questionnaire	August 2013
Works – invitation to tender	September 2013
Works – tenders returned	November 2013
Consultation 2 – Landlord and Tenant Act 1985	November 2013
Approval of Gateway 5 Authority to Start Work	January 2014
Works – contract award	February 2014
Works – curtain walling design & mobilisation	February – July 2014
Works – start on site	August 2014
Approvals – Gateway 6 Progress Report	January 2015
Works – completion	August 2015
Approvals – Gateway 7 Outcome Report	August 2015
Works – expiration of Defects Period	August 2016

This page is intentionally left blank

Appendix 5 Risk Summary

Risk No.	Risk Details	Gross Risk		Risk Owner/ Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
GAH 1	Obtaining Planning Approval and Listed Building Consent	4	4	JRA	Develop effective dialogue with Planning, English Heritage & C20 that inform design approach	2	4	A ↓	Maintain existing controls	G
GAH 2	Communication to stakeholders is ineffective / negative	4	4	Phillip Hawes	Develop Stakeholder Communication Plan. Provide key review points and opportunity for stakeholder feedback	2	3	A ↓	Maintain existing controls	G
GAH 3	Failure to obtain Section 20 dispensation	3	4	Anne Mason	Submit request for dispensation to LVT Seek views of all long leaseholders on continuation of consultants	2	3	A ↓	Maintain existing controls	G
GAH 4	Proposed designs will not limit requirement for structural strengthening	3	4	JRA	Undertake investigations to determine current structural capacity Develop proposals that mitigate the need for extensive strengthening	1	3	G ↓	Maintain existing controls	G
GAH 5	Residents are exposed to unacceptable level of disruption during the works	3	4	JRA	Develop adequate protection proposals Ensure tender documents are clear about the contractor's responsibilities and that an experienced and competent contractor is selected.	2	3	A ↑	Review the protection measures to be put in place. develop appropriate selection criteria for contractor	A
GAR 6	Delays to the GAH construction programme	4	3	Inez Cornwell	Develop programme Monitor progress Mitigate factors that may create delay	2	2	G ↓	Maintain existing controls	G

This page is intentionally left blank

Agenda Item 7

Committee(s):	Date(s):
Housing Management Sub Projects Sub-Committee Community and Children's Services	31 January 2013 12 February 2013 15 February 2013
Subject:	PUBLIC
Detailed Options Appraisal - Avondale Square Estate, George Elliston and Eric Wilkins Houses - Roofs and Windows	
Report of:	FOR DECISION
Director of Community and Children's Services	

Summary

Dashboard

Project Status	Amber
Time Line	The Evaluation Report for the Roofs was due in May 2010 and the Options Appraisal Report for the Windows due in June 2012 as separate projects. Now combined as one project awaiting the Gateway 4 Options Appraisal approval to proceed to Gateway 5, with the following timeline: May 2013 to July 2016.
Programme status	Awaiting Gateway 4 Options Appraisal Approval.
Approved works budget	NONE
Latest estimated cost of works	£1,656,000 (previous totals – £800,000)
Works expenditure to date	NONE
Approved fees budget (inc. staff costs)	£47,000
Fees expenditure to date	£26,000
Staff costs expenditure to date	£4,000
Increase in estimated works budget sought at this Gateway	£856,000

Context

The 60 year old flat roof coverings and single glazed steel windows at the 1952 year built, five storey blocks of flats, George Elliston House (45 dwellings) and Eric Wilkins House (20 dwellings), on the Avondale Square Estate, Old Kent Road, Southwark, are at the end of their serviceable life. Budgets of (a) £35,000 to evaluate options for replacing the flat roof coverings (including the feasibility of providing additional flats in a pitched roof), and (b) £12,000 to evaluate options for replacing the single glazed metal windows, was agreed by Policy & Resources committee in October 2009 and October 2011 respectively. For economic reasons (covered below), this report brings the two schemes together as one project for a gateway 4 options appraisal.

Brief description of project

The project proposed provides nine new roof flats (7no one beds and 2no two beds), on the flat roofs, plus new double glazed windows and associated external fabric repairs and redecoration to the existing five storey blocks of flats which have a lifts service. In so doing, the City Corporation as a landlord fulfils its repairing obligations, and by using Section 106 finance from the Affordable Housing Fund (financed by Developer contributions), the housing asset is enhanced by providing an additional 9 flats to accommodate households in need of accommodation on the housing register.

Options

Excludes fees and staff costs to reach this gateway of £30k

Description	Option A- Repairs to the roofs & windows & external redecoration (for a 5 year life) £	Option B - New roof coverings & new double glazed windows (for 50-60 year life), & associated redecoraton £	Option C - Nine new roof flats & new windows (for 50-60 year life) & associated redecoraton £
Works Costs	340,000	925,000	1,656,000
Fees	nil	85,000	160,000
Staff Costs	42,000	21,000	40,000
Total	382,000	1,031,000	1,856,000
Tolerance +/-	+10%	+5%(works) +10%(fees)	+5%(works) +10%(fees)
Funding Strategy			
HRA Revenue (for the repairs and/or redecoration)	382,000	67,000	67,000
HRA Capital (for the new roofs and/or windows)	nil	964,000	586,000
Section 106 Affordable Housing (for the new roof flats)	nil	nil	1,203,000
Total Funding Requirement	382,000	1,031,000	1,856,000

NB Full details of all of the options are available in the Options Appraisal Matrix below

Recommendations

Option recommended to develop to next Gateway

It is recommended that your Committee:-

- Approve Option 3 for the provision of roof flats, new double glazed windows and associated fabric repairs and redecoration at George Elliston House and Eric Wilkins House.
- Approve a budget of £1,856,000 - £1,203,000 from the Section 106 Affordable Housing Budget, £653,000 from the Housing Revenue Account, of which £149,000 from Long Leaseholders contributions.
- Approve the invitation of fee proposals from suitable firms of Architects/Surveyors to undertake the full design, costings, planning application, preparation of tenders/tender process, contract administration and health and safety(CDM)of the project up to a budget of £160,000 (with a tolerance of +10% or £16,000).
- Approve the tolerance figure of + 5% tolerance of the value of the works which totals £83,000.

Next Steps

Following this Gateway (3-4) approval, the next stages will be the scheme design, planning application, then specification and tenders (RIBA stages C/D to H), followed by Gateway 5

(Tender report and authority to start work) approval.

Resource requirements to reach next Gateway and source of funding

The resource requirements up to Gateway 5 are:

(a) Consultant Fees - £110,000 (for scheme designs, planning application, preparation of specification and contract documents, tender process)

(b) Staff Costs - £24,000 (for client project management and stakeholder and residents' consultations).

To be funded from the Housing Revenue Account, Section 106 and leaseholder contributions.

Plans for consultation prior to the next Gateway report

At Design Stage –The Local Authority Planning and Building Control Departments will be consulted on the design development. A proposals exhibition for estate residents will be held so their comments are included in the designs.

At Planning Application Stage – the local planning authority.

Procurement strategy

For the Consultant – Lump Sum Fee Proposals are to be invited from Consultant Architects/Surveyors to provide a complete design and contract administration service inclusive of mechanical, electrical and structural engineering and cost consultancy (QS)

For the Contractor – Tenders will be invited from general building contractors to undertake the works with use of a suitable windows manufacturer from an approved list (selected by the consultant and client following the planning applications process)

Tolerances

I would recommend that a + 10% tolerance be applied to the Consultants' fees budget (£16,000) and 5% for the value of the works (which totals £83,000). This is to address the potential risk of unforeseen construction elements and planning-design requirements.

Overview

<p>1. Evidence of Need</p>	<p><u>Roofs</u> – The asphalt roof coverings are nearly 60 years old. The Government's Decent Homes guidance for the life expectancy of flat roofs to blocks is about 30 years, so the roof has exceeded the life expectancy in relation to this guidance. Increasing reports of water penetration from top floor flats led to the commissioning of a survey and investigation by consultant surveyors Pellings LLP in March 2009. Pellings concluded that:-</p> <ul style="list-style-type: none">a) the coverings and associated elements have reached the end of their effective and serviceable life.b) the poor detailing to perimeter locations and the deterioration of asphalt finishes in particular has led to rainwater penetration through the roof slab, which will undoubtedly lead to further incidents of rainwater ingress in the near future.c) the brick parapet walls, copings and pointing are in a poor condition as are chimney stacks, and brick, timber and
-----------------------------------	--

	<p>roofs of the water tank rooms and lift motor rooms, and that;</p> <p>d) consideration is given to recovering the existing roof finishes with either a liquid membrane or high performance felt system, along with various repairs in (c), plus upgrading the level of roof insulation, the roof restraint system and lightning protection systems.</p> <p><u>Windows</u> - The 60 year old single glazed metal (Crittall) windows at George Elliston House and Eric Wilkins House, are well past the Decent Homes guideline 30 to 40 year life expectancy. The 2010 condition survey indicates that the single glazed metal windows can be said to be coming to the end of their useful life and obsolete in terms of modern day standards. The windows could be repaired/refurbished to prolong their lifetime, albeit with difficulty in meeting current day standards that exist in respect to security, energy, noise (the blocks face the busy Old Kent Road), operation, safety and resident/tenant perceptions. The repair and redecoration of the windows becomes more expensive as they age so replacement becomes a consideration.</p> <p><u>External Repairs & Redecoration</u> - The last cycle of external repairs and redecoration (gloss and masonry painting) was undertaken in 2002/03. To date the cycles of repairs and redecoration have been undertaken roughly every 5 years for external gloss painting and roughly every 10 years for external masonry (and internal stairs) painting, which is good preventative maintenance practice . But as the life expectancy of paints has improved and in order to simplify the management of the painting cycles future combined cycles of external and internal painting are undertaken roughly every 8-10 years. The next combined cycle at these blocks would have been from 2010/11. But, so that the option resulting from the condition survey of replacement double glazed windows might be considered, rather than continuing with the expensive repairs and redecoration cycle to the old windows, the work has been deferred so that an options appraisal may be undertaken.</p>
<p>2. Success Criteria</p>	<p>(1) Securing full planning approval for the new flats on the roof and the new double glazed windows <u>Criteria:</u> planning approval confirmed.</p> <p>(2) Enhancement in the blocks energy efficiency with reduction in average energy bills as well as overall comfort making future lettings attractive for prospective tenants <u>Criteria:</u> a higher Energy Rating and lower annually energy bills for the flats by comparing the energy rating and energy bills before and after the works for typical flats, plus a residents' satisfaction survey.</p>

	<p>(3) Completion of the works by July 2016 (subject to scheme planning approvals. <u>Criteria:</u> Practical completion by July 2016.</p> <p>(4) Compliance by the Landlord with statutory repair obligations and the Government's Decent Homes Standard.</p> <p>(5) Delivering affordable homes <u>Criteria:</u> 9 dwellings added to stock in 2016.</p> <p>(5) Residents Satisfaction <u>Criteria:</u> Residents' Satisfaction Survey with between 80% and 90% satisfaction rate achieved.</p>
3. Project Scope and Exclusions	The scope of the project is limited to the external components of the building
4. Link to Strategic Aims	<p><u>Contributing towards delivery of The Department Business Plan, The City's Corporate Plan and The City Together Strategy</u></p> <p>“Improving Health and Well Being” and “Making Best Use Of Resources” are two of the Department's Business Plan's Key Objectives, with the aim of achieving improved resident satisfaction and realising savings. These objectives support The City Together Strategy Themes of “The City Together - Supporting our Communities (To promote appropriate provision of housing and community facilities), and supports the City of London Corporation's Corporate Plan Strategic aim: “To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes”.</p> <p>It is widely acknowledged that affordable and decent housing has an impact upon health and wellbeing for both adults and children. The objective of improved residents' satisfaction will be achieved by undertaking satisfaction surveys after the various works.</p>
5. Within which category does the project fit	<p>Category 2 – Statutory: Landlord repair obligation with respect to the roofs and windows.</p> <p>Category 7a - Asset enhancement/improvement – capital value increase with respect to the provision of the nine additional flats.</p>
6. What is the priority of the project?	<p>Essential. So that the City as a landlord meets it's landlord repair obligations with respect to the structural repairs to the roof and windows.</p> <p>Advisable. The new flats to take advantage of the Section 106 Affordable Housing funding.</p>
7. Governance arrangements	The progress of the project will be reported monthly to the Community and Children's Services Programme Board which will oversee the project to ensure it meets the programme timescales

	and agreed budget.												
8. Resources Expended To Date	<p>Fees: £24,000 for Architects Witherford Watson Mann (WWM) consultant fees up to stage C</p> <p>Staff costs (Community and Children’s Services): £6,000.</p> <p>This will be financed from the HRA and long lessees’ contributions.</p>												
9. Results of stakeholder consultation to date	<p>The City’s consultant architect WWM, made a pre-planning application to Southwark Council in 2011 concerning the proposal for a pitched roof and flats on the roof. Following discussions, an outline scheme for nine flats on the roof was produced and WWM reported that – “the conclusion of the planning report states a general support for the scheme with ‘no objections in principle to extension of buildings at roof level’, and the adjustments made in line with the reports advice should provide a strong base from which to develop a full planning application to RIBA Stage D”.</p> <p>Following the installation of a pilot replacement window in September 2012, the residents of all 65 flats were sent a consultative newsletter and survey form in October 2012 outlining the three options and the reasons for why Option C is to be recommended, and preferences requested. 39 survey forms were received – a 60% response rate, with the results as follows:</p> <table border="1"> <thead> <tr> <th>Option C)</th> <th>Option (B)</th> <th>Option (A)</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>15</td> <td>22</td> <td>2</td> <td>39</td> </tr> <tr> <td>38%</td> <td>56%</td> <td>5%</td> <td>100%</td> </tr> </tbody> </table> <p>The majority of residents who responded prefer Option B. However, the consultation was influenced by an anonymous letter sent to all residents urging them to vote for Option B on the basis that they would have the new windows installed earlier with Option B (which is not quite correct as indicated in the consultative correspondence in Appendix 3)</p>	Option C)	Option (B)	Option (A)	Totals	15	22	2	39	38%	56%	5%	100%
Option C)	Option (B)	Option (A)	Totals										
15	22	2	39										
38%	56%	5%	100%										
10. Commentary on the options considered	<p>Option A is a basic repairs option, which will discharge the City’s statutory landlord repair obligations for a limited period. It is a holding option in the event that financial resources are very limited.</p> <p>Option B is a major works option that as well as discharges the City’s statutory landlord repair obligation, provides with the double glazed windows and pitched roof a measure of improvement that preserves asset value.</p> <p>Option C is a major works plus improvements options that in addition to discharging the City’s statutory landlord repair obligation enhances asset value with the provision of additional accommodation.</p>												
11. Consequences if	The following consequences are anticipated in the event of non-												

<p>project not approved</p>	<p>approval of the Project:</p> <ul style="list-style-type: none"> • Failure of the landlord to meet their statutory repair obligations and the properties become NON- DECENT. • An increase in complaints from residents in connection with water ingress from the old roof and condensation particularly to the top floors which is prevalent, will worsen. This could result in:- • Potential legal challenges from residents due to disrepair • Deterioration of the fabric of the building will occur as no other works are planned or costed for within the Planned Maintenance Programme. • Expenditure on remedial and temporary measures. Short term patch repairs will have to be undertaken to the roof areas should leaks re-occur. • Escalating heating and running costs to residents, and the City's not meeting its "green credentials". The current Standard Assessment Procedure (SAP) rating has been calculated at just over 55, which is below the 65 level at which Government guidance sets as an indicator of fuel poverty. Providing the new roof and windows is estimated to raise the rating to approximately 70, which is a significant improvement that will translate into cost savings for residents. • Reputational risk. The blocks front the busy Old Kent Road and with the adjoining Peabody estates having had similar improvements undertaken and these works being planned since 2009, further delay will have the potential of reputational risk for the City of London by way of failing to meet its statutory obligations for repairs.
------------------------------------	---

Information Common to All Options

<p>12. Key benefits</p>	<p>Option B and Option C would both:-</p> <ol style="list-style-type: none"> a) discharge the City's statutory repair obligations, b) continue to meet the decency standard, c) improve the blocks energy efficiency with resultant lower energy costs for residents. 												
<p>13. Programme and key dates</p>	<p>Option B and Option C have similar programme timelines albeit that Option C is slightly longer as it involves new flats on the roofs. The key dates are anticipated as follows:</p> <table border="1" data-bbox="464 1912 1506 2087"> <thead> <tr> <th data-bbox="464 1912 783 1951">Task</th> <th data-bbox="783 1912 1150 1951">Date</th> <th data-bbox="1150 1912 1506 1951">Date</th> </tr> <tr> <td></td> <th data-bbox="783 1951 1150 1989">Option B</th> <th data-bbox="1150 1951 1506 1989">Option C</th> </tr> </thead> <tbody> <tr> <td data-bbox="464 1989 783 2056">Approval of Options Appraisal Report</td> <td data-bbox="783 1989 1150 2056">February 2013</td> <td data-bbox="1150 1989 1506 2056">February 2013</td> </tr> <tr> <td data-bbox="464 2056 783 2087">Appointment of</td> <td data-bbox="783 2056 1150 2087">May 2013</td> <td data-bbox="1150 2056 1506 2087">May 2013</td> </tr> </tbody> </table>	Task	Date	Date		Option B	Option C	Approval of Options Appraisal Report	February 2013	February 2013	Appointment of	May 2013	May 2013
Task	Date	Date											
	Option B	Option C											
Approval of Options Appraisal Report	February 2013	February 2013											
Appointment of	May 2013	May 2013											

	Design Team		
	Design Stages C to D (for the planning application)	June to September 2013	June to October 2013
	Pre Planning Exhibition for all stakeholders	October 2013	November 2013
	Planning Application and Statutory Section 20 Pre-Tender Consultation with Long Leaseholders	November 2013 to February 2014	December 2013 to March 2014
	Completion of Design & Specification (Stages E to G)	March to May 2014	April to June 2014
	Tender Period (Stage H)	June – July 2014	July to August 2014
	Statutory Section 20 Post-Tender Consultation with Long Leaseholders	August to September 2014	September to October 2014
	Tender report Approvals	October to November 2014	November to December 2014
	Start on Site	January 2015	February 2015
	Completion	March 2016	July 2016
	Expiry of Defects Period	March 2017	July 2017
	Outcome Report	May 2017	September 2017
14. Constraints and assumptions	<p>Site investigations have included core samples of the concrete roof and a structural engineer's assessment of the building to take the additional load of the pitched roof and flats and concludes that this is possible with a light weight structure. The nine flats proposed are the maximum possible so as to meet the design requirements of the pre-planning application to set flats back from the perimeter. Southwark requires new homes to be sustainable and achieve level 4 of the Code for Sustainable Homes which the new flats aim to achieve. A pilot double glazed aluminium clad timber window has been fitted which although slightly more expensive than double glazed metal Crittall windows is more energy efficient and sound proof (see photo in appendix). It has proved satisfactory technically and for the resident. But as the appearance is different to the existing metal (Crittall windows) it will be necessary to obtain planning approval to the change in appearance. If this is refused then replacement double glazed Crittall windows will have to be fitted.</p> <p>It is assumed that should there be a refusal of the planning application or onerous conditions imposed for planning approval resulting in significant increases in costs that these will be reported back to the City.</p>		
15. Risk implications	<p>MEDIUM RISK:</p> <ul style="list-style-type: none"> The planning application may be refused for the pitched roof and/or the additional flats in principle, but the pre-planning application discussions mentioned in 9 above indicated positive feedback from Southwark Planning. If there is refusal a decision on 		

	<p>whether or not to appeal (and associated costs), will be necessary.</p> <ul style="list-style-type: none"> • Additional time may be necessary if water tank services have to be relocated requiring long lessees' consents
16. Stakeholders and consultees	<p>The following are a list of stakeholders and consultees:</p> <ol style="list-style-type: none"> a. City of London Members b. Tenants and Leaseholders of the two blocks c. Avondale Square Residents Association and Residents of Avondale Square Estate d. Southwark Council's Planning Department e. Southwark Council's Building Control Department
17. Legal implications	<ul style="list-style-type: none"> • The City has a statutory duty under section 11 of the Landlord and Tenant Act 1985 (as amended) where it has let residential premises on short term tenancies to keep in repair the structure and exterior of the dwelling (including the drains, gutters and external pipes); to keep in repair and proper working order the installations in the dwelling for the supply of water, gas or electricity and for sanitation (including basins, sinks, baths and sanitary conveniences, but not other fixtures, fittings and appliances for making use of the supply of water, gas or electricity) and to keep in repair and proper working order the installations in the dwelling for space heating and heating water. • The City has a statutory duty under the Housing Act 1985 (as amended) where it has granted long leases of residential premises to keep in repair the structure and exterior of the dwelling and the building in which it is situated (including drains gutters and external pipes). • Under the provisions of the Landlord and Tenant Act 1985 (as amended) the landlord is required to consult with long leaseholders on any professional services exceeding 12 months costing more than £100 per leaseholder, and on any works costing more than £250 per leaseholder, before and after contractors are invited to supply us with their estimate of the costs of the works.
18. HR implications	See the Options Appraisal Matrix
19. Benchmarks or comparative data	NONE
20. Funding strategy	See the Options Appraisal Matrix
21. Affordability	See the Options Appraisal Matrix
22. Procurement	See the Options Appraisal Matrix

approach	
-----------------	--

Options Appraisal Matrix

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
23. Brief description	<p>Repairs to the roofs & windows & external redecoration (for about 5 years)</p> <p>With this option patch repairs (estimated at £60,000), would be done to areas of the roof not already patch repaired to minimise the risk of further leaks. Other roof level repairs (estimated at £60,000), would also be undertaken like brickwork, coping and gutter repairs re-pointing, tank room repairs, lightning conductor repairs/replacement.</p> <p>The external repairs and redecoration would be undertaken - windows would be repaired and serviced and redecorated and other previously painted building</p>	<p>New roof coverings & new double glazed windows (for 50-60 year life), & associated redecoration</p> <p>The old roof coverings would be removed and a new light weight pitched roof with a life expectancy of 60 years would be installed as the best option (see the roof type whole of life comparisons in the appendix).</p> <p>Other associated roof level works would include insulation, new gutters and drainage pipes, new handrails and lightning protection, repairs to the chimney stacks and tank rooms. A temporary roof as part of the scaffold would be used for the duration of the works to avoid rainwater penetration into flats.</p>	<p>Nine new roof flats & new windows (for 50-60 year life) & associated redecoration</p> <p>Under this option, nine new flats (seven - one bedrooms, two - two bedrooms), would be provided on the existing flat roofs. The new windows and associated repairs and redecoration as for Option B would also be undertaken.</p> <p>The advantage of this option is that the provision of the new flats will in addition to providing additional accommodation also address the roof works.</p> <p>There are currently 1,147 households on the housing register waiting for social housing. 187 (16% - 4/6 years average waiting time) require 1 bedroom accommodation, and 234</p>

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
	<p>elements like front doors, soffits, down pipes and common parts sheds would be redecorated as part of the continuing cycle of repairs and redecoration (estimated at £145,000). Plus scaffolding costs (£75,000) and staff costs (£42,000), the total is £382,000.</p> <p>This option extends the useful life of the roof and windows by about 5 years, and maintains the appearance of the buildings, until replacement of the roofs and windows can be undertaken.</p> <p>This option really only delays the period when major works to the roofs and windows will become necessary. As the roof coverings and windows are at the end of their useful life risks of continuing water penetration will remain with consequent disturbance to</p>	<p>The old Crittall windows would be replaced with new double glazed timber windows that are aluminium clad for greater weather protection, with a life expectancy of about 50-60 years.</p> <p>The aluminium cladding has a factory finish that should not require redecoration for 10 to 15 years and are best value in terms of whole life costs (see annex for comparative window costs). In environmental terms the timber element of the proposed windows are a natural product and their manufacture has minimal impact on the environment being sourced from sustainably managed forests (the aluminium cladding although energy intensive to manufacture is then more re-useable than other materials like PVCu).</p> <p>The combination of additional roof insulation and double glazed windows would improve the</p>	<p>(20% - 7/10 years average waiting time) require 2 bedroom accommodation. The roof areas and planning-design guidelines indicate that the nine flats is the optimal mix.</p> <p>These would have to be to level 4 (of 6) of the Code for Sustainable Homes as required by Southwark Planning policy (see the appendix for further information). The code is national standard related to the building regulations which measures the energy efficiency and environmental impact of a building, with level 6 being zero carbon home. The new windows and associated repairs and redecoration as for Option B would also be undertaken.</p> <p>The advantage of this option is that the provision of the new flats will in addition to providing additional accommodation also address the roof works.</p> <p>The estimated cost at £1,203,000</p>

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
	<p>residents and damage to property.</p> <p>Neither the Landlord's repair responsibility nor the Decent Homes warm and weather proof factors are likely to be fully met, so the expenditure would be better applied towards replacement.</p> <p>Consequently this option is <u>not</u> recommended.</p>	<p>energy rating (SAP rating – see appendix) by approximately 15 (or 15%) from an existing 55 to 70 (Rand's 2003/04 condition survey rated The two blocks' SAP rating at 55).</p> <p>This option would for discharge the landlord's repair obligations as well as meeting the Decent Homes standard.</p> <p>(Rand's 2003/04 condition survey rated The two blocks' SAP rating at 55). The Standard Assessment Procedure or SAP rating is a calculation of the energy efficiency of a building having regard principally to a building's construction, insulation, plus means of heating and hot water, and is a useful indicator of carbon emissions and fuel poverty. A SAP rating of 65 or below is a likely indicator of fuel poverty based on Government guidance that fuel poverty is likely to occur</p>	<p>(works- £1,073,000 plus £130,000 staff costs & fees), can be financed from the Section 106 Affordable Housing Budget. The average unit cost for the nine dwellings would be £133,666 which compares favourably with the recent Middlesex Street conversions at £152,000.</p> <p>As the Section 106 funds will fund the £1,203,000 cost of the new dwellings, the balance of £653,000 only would be funded from the Housing Revenue Account and long lessees. So compared with the Option B cost of £1,031,000, which is the next preferred option and wholly chargeable to the HRA and long lessees, there is a saving of £378,000 (£1,031,000 less £653,000), with a net saving to the HRA of £294,000.</p> <p>Consequently this option is recommended.</p>

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
		<p>when, in order to heat its home to an adequate standard of warmth, a household needs to spend more than 10% of its disposable income on total fuel use (including lighting and appliances).</p> <p>A risk is that the planning authority might reject these windows favouring similar appearance Crittall windows like the existing, albeit double glazed.</p> <p>In order to manage this risk it is proposed to budget for the more expensive Critall windows but only implement them should Southwark not approve the preferred aluminium clad timber windows. The difference in costs is approximately £45,000.</p> <p>This is a feasible option for discharging the landlord's repair obligations and the Decent Homes standard. But the option is <u>not</u></p>	

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
		<p>recommended.</p> <p>This is because there is an opportunity to provide additional flats on the roof utilising finance from the Section 106 Affordable Housing fund to help with rehousing households on the City's Housing Register, so this option is described in Option C.</p>	
<p>24. Scope and Exclusions (where different to section 3)</p>	<p>Works are limited to essential repairs and repainting, but not to guarantee a high degree of weather tightness for the roof.</p>	<p>Covered in section 14 above</p>	
<p>25. Benefits and strategy for achievement (where different to section 10)</p>	<p>The main benefit is as a holding operation should finances be tight.</p>	<p>The blocks' main benefits are from new roofs and windows:</p> <p>a) to a higher standard of energy efficiency by virtue of the increased roof insulation and double glazed windows, and</p> <p>b) consequent savings in residents' energy costs.</p>	<p>In addition to the benefits of Option 2, there is the further benefit of nine additional flats on the roof, which is an improvement to the asset.</p>

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
26. Programme (where different to section 13)	<p>The estimated duration from commencing the designs & specification to completion is approximately, 14 to 16 months:</p> <ul style="list-style-type: none"> • Surveys & specification – 3 months • Tender period(including the statutory pre and post long lessee consultations) – 5/6 months • Contract Placement and Duration of works – 6/7 months 	<p>The estimated duration from commencing the designs & specification to completion is approximately, 32 to 34 months:</p> <ul style="list-style-type: none"> • Surveys, designs & specification – 6 months • Planning Applications process – 6/7 months • Tender period(including the statutory pre and post long lessee consultations) – 6 months • Contract Placement and Duration of works – 14 months 	<p>The estimated duration from commencing the designs & specification to completion is approximately, 38 to 40 months:</p> <ul style="list-style-type: none"> • Surveys, designs & specification – 8 months • Planning Applications process – 6/7 months • Tender period(including the statutory pre and post long lessee consultations) – 6 months • Contract Placement and Duration of works – 18 months
27. Constraints and assumptions (where different to section 14)		Covered in section 14 above	
28. Risk implications	LOW RISK:	MEDIUM RISK:	

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
(where different to section 15)	<ul style="list-style-type: none"> Simple specification of repairs 	<ul style="list-style-type: none"> The planning application may be refused for the pitched roof and/or additional flats in principle, but the pre-planning application discussions mentioned in 9 above indicated positive feedback from Southwark Planning. If there is refusal a decision on whether or not to appeal (and associated costs), will be necessary. Additional time may be necessary if water tank services have to be relocated requiring long lessees' consents 	
29. Stakeholders and consultees (where different to section 16)	<ul style="list-style-type: none"> Long leaseholders for the statutory pre-tender and post-tender consultations. 	<ul style="list-style-type: none"> The two blocks' residents to be consulted on the proposed designs for the new windows and pitched roofs The two blocks' long leaseholders for the statutory pre-tender and post-tender consultations. Southwark Planning Authority for planning approval to the new windows and new pitched roofs. Southwark Building Control for compliance with the building regulations. 	
30. Legal implications (where different to section 17)	Long leaseholders under the Landlord and Tenant Act 1985 and Commonhold and Leasehold Reform Act 2002.	<p>Long leaseholders under the Landlord and Tenant Act 1985 and Commonhold and Leasehold Reform Act 2002.</p> <p>A planning application for planning approval for the new roof and windows will be required</p>	<p>Long leaseholders under the Landlord and Tenant Act 1985 and Commonhold and Leasehold Reform Act 2002.</p> <p>A planning application for planning approval for the new roof flats and windows will be required.</p>

	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>
31. HR implications (where different to section 18)	In House Staff Resources utilised to undertake the works	External Consultant to be used for the project	External Consultant to be used for the project
32. Benchmarks or comparative data (where different to section 19)	Not applicable	Not applicable	Not applicable

Financial Implications	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>			
33. Total Estimated Cost (£)	A. Continue Routine Roof Repairs, Window Repairs and External Repairs & Redecoration for a 5 to 10 year life	A. New Roof Coverings, New Double Glazed Windows (for 50-60 year life respt), and Associated Repairs & Redecoration:	C. Provision of Nine New Roof Flats, New Double Glazed Windows (50-60 year life), and Associated Repairs & Redecoration:			
	Roof Repairs	120,000				
	Window Repairs	35,000	New Light Weight Pitched Roof	342,000	Nine new flats (incl temporary roof)	1,073,000
	External Repairs & Redecoration	110,000	New Dbl Glazed Al-Timber Clad(Velfac 200) - includes scaffold costs & lintel repairs	523,000	New Dbl Glazed Al-Timber Clad(Velfac 200) - includes scaffold costs & lintel repairs	523,000
	Scaffold	75,000				
	Works Total	340,000	Associated Repairs	60,000	Associated Repairs &	60,000

	Staff Costs & Fees	42,000	& Redecoration		Redecoration	
	Total Estimated Cost	382,000	Works Total	925,000	Works Total	1,656,000
			Staff Costs and Fees	106,000	Staff Costs & Fees	200,000
			Total Estimated Cost	1,031,000	Grand Total	1,856,000
	<p><u>Confidence level:</u> The estimates are at late 2011-early 2012 prices. It is anticipated that by the time of tender invitation in 2013, that the process are likely to increase by between 5% and 10% to allow for building <u>repairs and maintenance</u> costs inflation.</p>		<p><u>Confidence level:</u> The estimates are at late 2011-early 2012 prices. It is anticipated that by the time of tender invitation in 2013, that the process are likely to increase by between 10% and 15% to allow for <u>building component replacement</u> costs inflation, and the risk that planning approval is refused for the aluminium clad timber windows and like for like Crittal windows have to be provide at an additional £45,000.</p>		<p><u>Confidence level:</u> The estimates are at late 2011-early 2012 prices. It is anticipated that by the time of tender invitation in 2013, that the process are likely to increase by between 10% and 15% to allow for <u>building component replacement</u> costs inflation, and the risk that planning approval is refused for the aluminium clad timber windows and like for like Crittal windows have to be provide at an additional £45,000.</p>	

34. Anticipated source(s) of project funding (where different to section 20)	The Ring-Fenced Housing Revenue Account: HRA - £292,00 Leaseholder Contributions - £90,000	The Ring-Fenced Housing Revenue Account: HRA – £798,000 Leaseholder Contributions - £233,000	The Ring-Fenced Housing Revenue Account, Long Leaseholder Service Charges and Section 106 Affordable Housing Funds: Section 106 Affordable Housing - £1,203,000 HRA – £504,000 Leaseholder Contributions - £149,000																																																														
35. Anticipated phasing of capital expenditure	There is no capital expenditure for this option.	<table border="1"> <thead> <tr> <th></th> <th>Total £000</th> <th>12/ 13</th> <th>13/ 14</th> <th>14/ 15</th> <th>15/ 16</th> </tr> </thead> <tbody> <tr> <td>Works</td> <td>925</td> <td></td> <td></td> <td>200</td> <td>725</td> </tr> <tr> <td>Fees & Staff Costs</td> <td>106</td> <td>5</td> <td>39</td> <td>40</td> <td>22</td> </tr> <tr> <td>Total</td> <td>1,031</td> <td>5</td> <td>39</td> <td>240</td> <td>747</td> </tr> </tbody> </table>						Total £000	12/ 13	13/ 14	14/ 15	15/ 16	Works	925			200	725	Fees & Staff Costs	106	5	39	40	22	Total	1,031	5	39	240	747	<table border="1"> <thead> <tr> <th></th> <th>Total £000</th> <th>12/ 13</th> <th>13/ 14</th> <th>14/ 15</th> <th>15/ 16</th> <th>16/ 17</th> </tr> </thead> <tbody> <tr> <td>Works</td> <td>1,656</td> <td></td> <td></td> <td>210</td> <td>1,046</td> <td>400</td> </tr> <tr> <td>Fees & Staff Costs</td> <td>200</td> <td>10</td> <td>67</td> <td>67</td> <td>45</td> <td>11</td> </tr> <tr> <td>Total</td> <td>1,856</td> <td>10</td> <td>67</td> <td>277</td> <td>1091</td> <td>411</td> </tr> </tbody> </table>								Total £000	12/ 13	13/ 14	14/ 15	15/ 16	16/ 17	Works	1,656			210	1,046	400	Fees & Staff Costs	200	10	67	67	45	11	Total	1,856	10	67	277	1091	411
	Total £000	12/ 13	13/ 14	14/ 15	15/ 16																																																												
Works	925			200	725																																																												
Fees & Staff Costs	106	5	39	40	22																																																												
Total	1,031	5	39	240	747																																																												
	Total £000	12/ 13	13/ 14	14/ 15	15/ 16	16/ 17																																																											
Works	1,656			210	1,046	400																																																											
Fees & Staff Costs	200	10	67	67	45	11																																																											
Total	1,856	10	67	277	1091	411																																																											
36. Estimated capital value/return (£)	NONE	NONE					A one bedroom flat at Avondale Square was recently valued at £150,000 for Right to Buy, and two 2 bedroom flats at George Elliston House have recently sold for £220,000 & £182,500 respt. On this basis, the value of the 7no, one bedroom and 2no,																																																										

			two bedroom flats is estimated at around £1.452 million.
37. Fund/budget to be credited with capital return	The Ring-Fenced Housing Revenue Account	The Ring-Fenced Housing Revenue Account	The Ring-Fenced Housing Revenue Account
38. Estimated on-going revenue implications (£)	£30,000 to £35,000 annualised for continuing with repairing and redecoration of the existing structures.	£13,000 to £15,000 annualised for the future servicing, cleaning and external repairs & maintenance of the new windows, roofs and associated areas every 7 to 10 years.	£13,000 to £15,000 annualised for the future servicing, cleaning and external repairs & maintenance of the new windows and roofs and associated areas every 7 to 10 years. Approximately £43,000 annual rental income as per section 40 below.
39. Source of on-going revenue funding	The Ring-Fenced Housing Revenue Account	The Ring-Fenced Housing Revenue Account	The Ring-Fenced Housing Revenue Account
40. Fund/budget to be credited with income/savings	The Ring-Fenced Housing Revenue Account	The Ring-Fenced Housing Revenue Account	The Ring-Fenced Housing Revenue Account – With weekly rents(plus service charges) of £91.50 for a one bedroom flat and £101.19 for a two bedroom flat, the rental income of the 7no, one bedroom and 2no, two bedroom flats is approximately £43,000 annually.
41. Anticipated life	5 Years	60 Years	125 years for the roof flats, with regular maintenance, and 60 Years for the new windows with servicing of the windows at

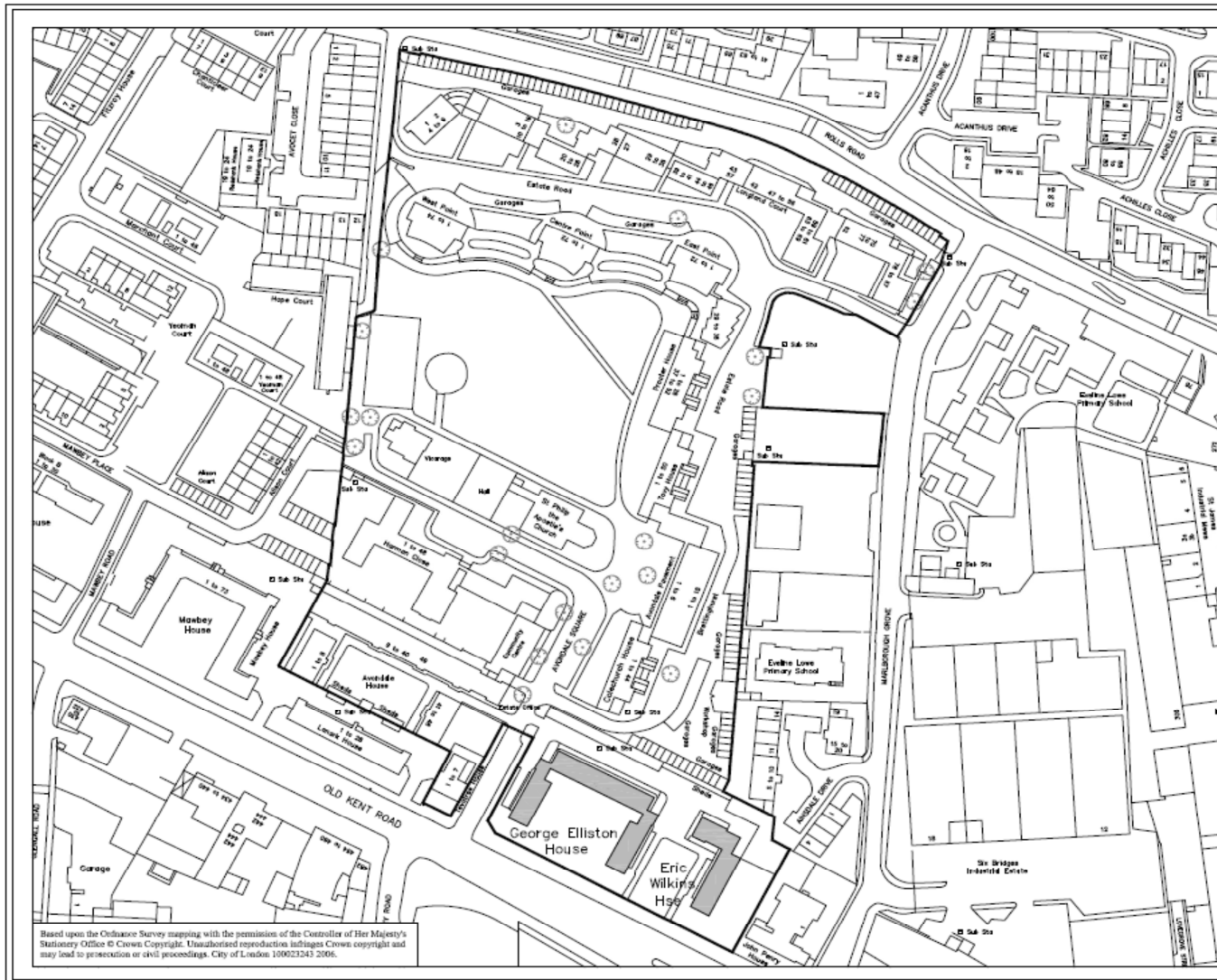
			the 10 year external repairs and redecoration cycles.
42. Investment Appraisal	See Appendix 1 for the Whole Life Costing Analysis of the roof options and the window options for the options selected above.		
43. Affordability (where different to section 21)	This is covered in section 34 (project funding sources) above.		
44. Proposed procurement approach (where different to section 22)	<p><u>Specification and Works</u> - This repairs option would be specified, tendered competitively (using the City's Portal if possible), and the contract administered by the in house Housing Property Services Team. Up to six building contractors would be invited to tender for the works.</p>	<p><u>Consultants</u> - For the new pitched roof and new windows option, fixed fee proposals would be invited for a full service from RIBA stages C to L subject to a break at the end of RIBA Stage D. The invitation would be from up to six multi-disciplinary consultant building surveyors or architects using a 70/30 quality/price split which is in line with HM Treasury Procurement Guidance No3 Appointment of Consultants and Contractors. The lead consultant fee proposal would be inclusive of architect, structural engineering, mechanical and electrical and quantity surveying services.</p> <p>The City will use their own CDM - Health & Safety Adviser and Clerk of Works.</p> <p><u>Works</u> - The proposed contract for</p>	<p><u>Consultants</u> – the same as Option 2</p> <p><u>Works</u> – the same as Option 2</p>

		contractor appointment is the JCT Standard Building Contract without Quantities 2011.	
--	--	---	--

45. <u>Recommendation</u>	<i>Not recommended</i>	<i>Not recommended</i>	<i>Recommended</i>
46. Reasons	<p>This option really only delays the period when major works to the roofs and windows will become necessary. As the roof coverings and windows are at the end of their useful life risks of continuing water penetration will remain with consequent disturbance to residents and damage to property. Neither the Landlord's repair responsibility nor the Decent Homes warm and weather proof factors are likely to be fully met, so the expenditure would be better applied towards replacement.</p>	<p>This is a feasible option for discharging the landlord's repair obligations and the Decent Homes standard. But the option is <u>not</u> recommended. This is because there is an opportunity under Option 3 to provide additional flats on the roof utilising finance from the Section 106 Affordable Housing fund to help with rehousing households on the City's Housing Register.</p>	<p>Option 3 is recommended. This is because as well as discharging the landlord's repair obligations and the Decent Homes Standard, additional flats can be provided on the flat roof as mentioned above.</p>

This page is intentionally left blank

Appendix 1 Estate Plan & Photographs




Based upon the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorized reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. City of London 100023243 2006.

Scale : 1:2000



— Avondale Square Estate

Rev	A	Frame revised new Surveyor	K.T.	Mar 2008
 CITY OF LONDON <i>P.G.Bennett, MA (Cantab) FRICS</i> <i>City Surveyor</i> CITY SURVEYOR'S DEPARTMENT Corporate Property Group Cartographic Plans & Research Section				
Address :				
Avondale Square Estate, Old Kent Road, London, S.E.15				
Title :				
Committee plan				
Print scale :	1: 1 @ A4		Drawn by :	JEC
Date :	May 2009		Prep code :	LPRN
Drawing No :	8-C-0257-02			
Revision	A			

George Elliston House & Eric Wilkins House, Avondale Square Estate –Roofs and Windows





New sample window (aluminium clad timber double glazed) to the right hand lower ground floor flat.

This page is intentionally left blank

Appendix 2 Comparison of the Options (Whole of Life) for Replacing the Roof and the Windows

The Roof Options – the following options have been considered:

- a) continue to repair the roof elements – not really advised as the coverings are at the end of their useful life and the risks of continuing water penetration will remain. Landlord’s repair responsibility not fully met. Claims for water damage, poor roof insulation will continue. Works estimate is £120,000, which will be borne by the Housing Revenue Account (HRA) and contribution from long lessees.
- b) replace the roof - with an option having the best whole of life cost. From the comparative table below the best option is the lightweight pitched roof, estimated at £342,000 is best.

George Elliston House & Eric Wilkins House - Roof Works Options Estimates & Whole Life Costs

Roof Type	George Elliston (£)	Eric Wilkins (£)	Total Capital Cost (£)	Life Expectancy (Years)	Annual Maintenance Budget (£)	Annual Cost at NPV (£)
Option 108 (High Performance Felt Roofing)	167,000	71,000	238,000	30	2,000	6,380
Option 110 (Single Ply Membrane with insulation deck)	160,000	68,000	228,000	30	2,000	6,196
Option 109 (Green Roof)	260,000	113,000	373,000	50	2,000	4,772
Option 107 (Lightweight Pitched Roof)	239,000	103,000	342,000	60	2,000	3,737

Assumptions:

- 1. Discount rate (supplied by City of London) : 2%
- 2. Life expectancy based on advice of supplier - each system is guaranteed for 20 years and is BBA certified to 30 years. The green roof is expected to last longer due to the absence of UV degradation.
- 3. Maintenance is based on a visit every 6 months to inspect roof, clear drainage and make occasional minor repairs based on the advice of the supplier.
- 4. Capital costs as per 24/02/12 feasibility estimate
- 5. Window and roof works undertaken together
- 6. Prices are based at 3Q 2011

The Windows Options (including associated repairs and redecoration)

a) continue to repair and repaint – not really advised as the windows condition survey indicates that the windows are at the end of life expectancy and not up to modern standards. The estimated works cost is £220,000. Of this, £120,000 is for the windows repairs and redecoration, £100,000 for the blocks 'other common elements redecoration – front doors, staircase walls, balconies, ironmongery, etc.). This is borne by the HRA and contributions from long lessees.

b) replace with modern double glazed windows – with an option having the best whole of life cost. From the comparative table below there is a slight whole life cost advantage for the steel windows compared to the aluminium clad timber windows. But aluminium clad timber windows tend to have the advantage in terms of sustainability and are chosen subject to final planning approval at an estimated £523,000.

George Elliston House & Eric Wilkins House - Windows Options Estimates & Whole of Life Costs

16/03/2012

Window Type	George Elliston (£)	Eric Wilkins (£)	Windows Cost (£)	Lintel repairs (£)	Year 1 Capital Cost (£)	Life Expectancy (Years)	Annual Maintenance Budget (£)	Annual Cost at NPV (£)
Double Glazed Crittall (Steel)	355,300	137,500	492,800	75,000	567,800	60	11,855	26,489
Double Glazed PVCu	323,000	125,000	448,000	75,000	523,000	40	11,130	28,164
Double Glazed Aluminium Clad Timber	323,000	125,000	448,000	75,000	523,000	50	11,855	26,569

Assumptions:

- Discount rate (supplied by City of London) : 2%
- Quantity of windows: 442
- Life expectancy based on advice of City of London.
- Window maintenance assumptions for annualised cost calculations indicated in table overleaf.
- Assumed external decoration requires scaffold on basis of City of London advice.
- Windows frames are suitable for each type of window installation and do not require adaptation or significant repair.
- Window and roof works undertaken together.
- Prices are based at 3Q 2011.
- Costs / frequencies from Phillip Hawes email 08/03/12 used in calculations.

Appendix 3: October 2012 Residents' Consultation (City's 9 October 2012 letter, the anonymous letter circulated encouraging Option B, the City's 15 October 2012 response letter)

Department of Community and Children's Services

Joy Hollister DipSW MBA(open)

Director of Community and Children's Services

To All Residents
(George Elliston House and
Eric Wilkins House)
Avondale Square Estate
Old Kent Road
London SE1

Telephone 020 7332 1141

Email

phillip.hawes@cityoflondon.gov.uk

Our ref HTech/PGH/GE-EW/Roof

Date 9 October 2012

Dear Resident,

George Elliston House and Eric Wilkins House - Roofs, Windows and Associated Repairs and Redecoration

You may recall that the 1 May 2011 Programmes letter sent to all residents at Avondale Square mentioned that due to the age and condition of the roofs and windows at George Elliston and Eric Wilkins Houses, the City would be looking at options of whether to continue with repairing the roofs and windows to prolong their life or to replace them.

Over 2011, WWM Architects, continued with their investigations of options for the roofs following their 2010 structural surveys. This included preliminary discussions with Southwark council's planning department about an option for additional flats on the roofs in relation to local planning policy. The City explored the possibility of additional roof flats because funding is available from the City's Affordable Housing Budget and in effect can pay for the roof works. And Southwark agree in principle subject to their planning approval process once detailed designs are produced. In late 2011 the City agreed that the windows could be considered along with the roofs and WWM undertook initial surveys and investigations for options and cost estimates. As part of these investigations a pilot window has recently been installed at 4 Eric Wilkins House to examine structural implications, as well as to assess the "look" of the window as planning approval will be necessary for new windows.

As a result of the investigations, three options are to be reported to the City's committees as follows:

Option A: Continue Routine Roof Repairs, Window Repairs and External Repairs & Redecoration, to extend their life by between 5 to 10 years before replacement, after which replacement option B or C would become necessary. The estimated total cost is £382,000 (£340,000 for works and £42,000 for the project's staff costs and fees).

Option B: Provision of New Roof Coverings, New Double Glazed Windows (for an estimated 60 year life respectively), **and Associated Repairs & Redecoration.** The estimated total cost is £1,031,000 (£925,000 for works and £106,000 for the project's staff costs and fees).

Option C: Provision of Nine New Roof Flats, New Double Glazed Windows (with an estimated 60 year life), **and Associated Repairs & Redecoration.** The estimated total cost is £1,856,000 (£1,656,000 for works and £200,000 for the project's staff costs and fees). The total estimated cost of the roof flats is £1,203,000. And as this sum can be funded from the Affordable Housing Budget, it means that the cost to the City's Housing Revenue Account would be the balance of £653,000.

Option C provides the greater benefits in terms of new windows, plus new flats (and roof), at a net cost to the Housing Revenue Account of £653,000 compared with £1,031,000 for Option B. The new flats will be available for letting to households on the housing and transfer registers and built with full sound and heat insulation measures. And, both block's future maintenance (& service charge) costs become spread over a larger number of properties. Although Option A is cheaper initially, after 5 years there will be additional expenditure to then undertake either Options B or C, which is not regarded as good value. And Option C will only be feasible in 5 plus years if funds are still available in the Affordable Housing Budget. Consequently Option C is regarded as the best option now so that the Affordable Housing Budget funds may be used, and is to be recommended to the City Corporation so that detailed designs can then be developed for submission to Southwark council for planning approval.

At this stage of planning the project's works we would like to include in the report to the City Corporation later in 2012, residents' views in principle about the Option C recommendation. Should the City approve the recommended option C, detailed proposals can then be developed in early 2013. Then an exhibition of the detailed proposals will be held for residents' suggestions to be included in the designs prior to the planning application being submitted later in 2013.

Meanwhile it would be helpful if you would let me know whether or not you agree to Option C being recommended (or any of the other options). **Please complete and return the consultation form enclosed to the ESTATE OFFICE, by Friday 26 October 2012** (Long leaseholders will receive a separate letter with estimates of their service charge contributions).

For further information please contact me (contact details below).

Yours sincerely,

Phillip Hawes
Development Manager
Department of Community and
Children's Services (Technical Division)
3 Lauderdale Place, Barbican, London EC2Y 8EN.
Tel: 0207 332 1141
Email: phillip.hawes@cityoflondon.gov.uk



Department of Community and Children's Services

Avondale Square Estate –
George Elliston and Eric Wilkins Houses
Roofs, Windows and Associated Repairs and Redecoration
OCTOBER 2012 CONSULTATION

FOR THE ATTENTION OF PHILLIP HAWES, DEVELOPMENT MANAGER.

Further to the Development Manager's letter dated 9 October 2012 regarding the above, my preference for the roofs and windows is as follows:-

PLEASE TICK ONE BOX ONLY

I agree with the recommended Option C (Provision of Nine New Roof Flats, New Double Glazed Windows, and Associated Repairs & Redecoration).

I prefer Option B (Provision of New Roof Coverings, New Double Glazed Windows)

I prefer Option A (Continue Routine Roof Repairs, Window Repairs and External Repairs & Redecoration, to extend their life by between 5 to 10 years)

Please indicate below and over the page further comments regarding your preferred option.

NAME: _____

ADDRESS: _____

SIGNED: _____

DATE: _____

Please ensure all the above details are completed and return this form **TO THE ESTATE OFFICE, no later than FRIDAY 26 OCTOBER 2012**

Many thanks for your co-operation.

ANONYMOUS LETTER CIRCULATED ENCOURAGING OPTION B.

ERIC WILKINS and GEORGE ELLISTON TENANTS

Oct 2012

Regarding the letter that we the tenants received about the possible new windows and roofs

We have been asked to make a choice from 3 options

We are being led to believe that we should all vote for option C

Option C will not benefit the tenants at this stage as we would have to wait another 5-10 years to get our much needed windows and roofs

Eric Wilkins and George Elliston are the only homes that have not had their windows replaced and yet they are the second oldest flats on the estate

All we have been offered is secondary glazing at a cost to us each week on our rent to which we have been paying for the last 15 years!

We also want to know if our rents will be reduced when our secondary glazing becomes redundant.

If you read carefully option B is the better choice to make

We are all desperate to know that at long last we will be getting new double Glazed windows and we should not have to wait any longer

If we choose option C then we will have to wait another 5 years at the very least

Do we want to suffer more years of Cold, Drafty and Mouldy black windows that are running with water?

NO WE DON'T!

So we urge you to make your choice carefully

We want and need our windows and roofs now!

NOT IN 5 YEARS

From Concerned Tenants

Department of Community and Children's Services

Joy Hollister DipSW MBA(open)

Director of Community and Children's Services

To All Residents
(George Elliston House and
Eric Wilkins House)
Avondale Square Estate
Old Kent Road
London SE1

Telephone 020 7332 1141

Email

phillip.hawes@cityoflondon.gov.uk

Our ref HTech/PGH/GE-EW/Roof

Date 15 October 2012

Dear Resident,

George Elliston House and Eric Wilkins House - Roofs, Windows and Associated Repairs and Redecoration: REGARDING THE ANONYMOUS LETTER THAT HAS BEEN CIRCULATED (WHICH IS INCORRECT)

PLEASE NOTE THAT THE ANONONYMOUS LETTER THAT HAS BEEN CIRCULATED IS INCORRECT. IT IS INCORRECT IN STATING THAT: *“Option C will not benefit the tenants at this stage as we would have to wait another 5-10 years to get our much needed windows and roofs”*. It is in fact Option A (the repairs only option) will mean waiting 5-10 years. This is because the repairs will only extend the life of the roofs and windows for 5-10 years after which they will have to be replaced.

The timescales for the options are estimated as follows:

Option A Repairs – once the City approves the project in late 2012, then after the time for our surveyor preparing specifications, inviting tenders and undertaking the pre and post-tender consultations with long lessees a start is anticipated in the second half of 2013.

Option B (new windows and roofs) – requires new windows and roofs designs and a planning application to Southwark council for approval. So once the City approves the project in late 2012, then after time for appointing architects, preparing the designs for the new windows and roofs, consulting with residents, submission of the planning application to Southwark council, inviting tenders, and the pre and post-tender consultations with long lessees, a start is anticipated during the first half of 2014.

Option C (new windows and new roof flats) – requires new windows and roof flats designs (which will take longer than ordinary roof designs), and a planning application to Southwark council for approval. So once the City approves the project in late 2012, then after time for appointing architects, preparing the designs for the new windows and roof flats, consulting with residents, submission of the planning application to Southwark council, inviting tenders, and the pre and post-tender consultations with long lessees, a start is anticipated during the second half of 2014. Although Option C will have a later start in 2014 than Option B, it is

the more economical option in being less costly for both long leaseholders and tenants (via the Housing Revenue Account). So it is the option to be seriously considered as the best option to be recommended.

REGARDING TENANTS' RENTS – There is no intention of changing the present rents as a direct result of the works (either down for removal of any secondary glazing, or, up for the new improved windows). Rents are set annually for all the City's properties in accordance with Government guidance.

I trust the above clarifies the items in the anonymous letter.

Yours sincerely,

Phillip Hawes
Development Manager
Department of Community and
Children's Services (Technical Division)
3 Lauderdale Place, Barbican, London EC2Y 8EN.
Tel: 0207 332 1141.
Email: phillip.hawes@cityoflondon.gov.uk

CONSULTATION - RESULTS SUMMARY

39 survey forms were received – a 60% response rate, with the results as follows:

Option C	Option B	Option A	Totals
7	1	1	9
8	21	1	30
15	22	2	39
38%	56%	5%	100%

The majority of residents who responded prefer Option B. However, the consultation was influenced by an anonymous letter sent to all residents urging them to vote for Option B on the basis that they would have the new windows installed earlier with Option C. The Appendix 2 contains details of the consultative correspondence.

Appendix 4: Code Level 3 – an illustrated example (from Code for Sustainable Homes, Department of Communities and Local Government December 2006).

http://www.planningportal.gov.uk/uploads/code_for_sust_homes.pdf

A home meeting any level of the Code will have to meet minimum standards for certain items depending on what level is desired. For Level 3 this means: The home will have to be 25% more energy efficient than one built to the 2006 Building Regulations standards. This could be achieved by:

- Improving the thermal efficiency of the walls, windows, and roof as far as is practically possible (by using more insulation or better glass for example);
- Reducing air permeability to the minimum consistent with health requirements (a certain amount of air ventilation is needed in a home for health reasons);
- Installing a high efficiency condensing boiler;
- Carefully designing the fabric of the home to reduce thermal bridging (thermal bridging allows heat to easily escape between the inner walls and the outer walls of a home);
- Possibly using district heating systems or low and zero carbon technologies such as solar thermal panels or biomass boilers to help heat the hot water.

The home will have to be designed to use no more than about 105 litres of water per person per day. This could be achieved by fitting a number of items such as:

- 6/4 Dual Flush WC;
- Flow Reducing/Aerating taps throughout;
- 6-9 litres per minute shower (note that an average electric shower is about 6/7 litres per minute);
- a smaller, shaped bath – still long enough to lie down in, but less water required to fill it to a level consistent with personal comfort;
- 18ltr maximum volume dishwasher;
- 60ltr maximum volume washing machine.

Other minimum requirements are required for:

- Surface water management – this may mean the provision of soakaways and areas of porous paving;
- Materials – this means a minimum number of materials meeting at least a ‘D’ grade in the Building Research Establishment’s Green Guide (the scale goes from A+ to E);
- Waste management – this means having a site waste management plan in place during the home’s construction, and adequate space for waste storage during its use.

But to get to Level 3 you need a further 46.7 points. So the builder/developer must do other things to obtain the other points such as:

- Providing drying space (so that tumble dryers need not be used);
- Providing more energy efficient lighting (both internally and externally);
- Providing cycle storage;
- Providing a room that can be easily set up as a home office;
- Reducing the amount of water that runs off the site into the storm drains;
- Using much more environmentally friendly materials;
- Providing recycling capacity either inside or outside the home;
- Enhancing the security of the home;
- Enhancing the sound insulation used in the home.

This page is intentionally left blank

Agenda Item 8

Committee(s):	Date(s):	
Housing Management Sub Committee	31 January 2013	
Subject: Project Proposal – Avondale Square and York Way Estates Cavity wall insulation	Public	
Report of: Director of Community and Children’s Services	For Decision	

Overview

1. Spending Committee	Community and Children’s Services
2. Senior Responsible Officer	Eddie Stevens, Housing and Technical Services Director
3. Project Board	Not recommended
4. Context	British Gas contacted Community and Children’s Services to offer free insulation works, fully funded from the Energy Company Obligation. After discussions with British Gas and their partner contractor Avalon, the Department decided to seek approval to proceed with the works or risk losing the funding.
5. Brief description of project	Using Energy Company Obligation (ECO) funding (see appendix) to carry out cavity wall insulation at 11 blocks containing a total of 652 individual residencies, to improve energy efficiency, reduce carbon emissions and cut residents’ fuel bills.
6. Business case	<p>Works will be free to City of London except for officer costs in dealing with administration and overall project management of the project.</p> <p>Delaying the works would lead to higher fuel bills for our residents and increased vulnerability of certain residents (elderly, infirm) during cold weather should they economise on heating their flats to save on fuel bills;</p> <p>Funding could be allocated elsewhere if not accessed.</p> <p>Potential further future funding could be jeopardised.</p> <p>The long term viability of the stock could be harmed by failure to carry out this improvement work.</p>
7. Consequences if project not approved	<p>Missing out on funded works to improve our assets;</p> <p>Energy inefficient buildings; higher carbon emissions;</p> <p>Higher energy bills for the City’s residents.</p> <p>Possible risk of losing future funding.</p>
8. Success criteria	An increase in the Standard Assessment Procedure (SAP) energy rating of these blocks; lower fuel bills for residents; improved energy efficiency as demonstrated on individual

	Energy Performance Certificates and a positive contribution to the City's overall Carbon Descent plan.
9. Notable exclusions	The other blocks omitted from the works at Avondale Square Estate have either already been insulated or are not suitable for this type of insulation. Other estates may be able to benefit from similar initiatives in the future.
10. Key options to be considered	Funding from British Gas under the Energy Company Obligation and their partner installer, Avalon, who are ready to commence as soon as City approval is received. Due to this source of funding, this is the only option that may be considered for these blocks.

Prioritisation

11. Link to Strategic Aims	SA2: To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes'. This project supports all these stated aims.
12. Link to departmental business plan	Key priority 1 Improving the health and wellbeing of communities and individuals Key priority 4 Supporting and empowering our communities Key priority 5 Making best use of resources and improving the way we work. The planned works would help meet all the above three key priorities of the Departmental business plan.
13. Links to other existing strategies, programmes and/or projects	The planned works links to the City's Carbon descent plan, the on-going maintenance and improvement of our housing stock, the City's sustainability policy and the central Government ambition for all cavity wall properties to be insulated by 2018.
14. Within which category does this project fit?	3a Spend to save 4 Reimbursable 7a. Asset enhancement
15. What is the priority of the project?	B. Advisable

Financial Implications

16. Likely capital/ supplementary revenue cost range	Total capital cost range of £250,000 - £2,000,000. Total estimated project cost estimated at £420,000 (£415,000 works and £5000 officer costs). The capital cost is an estimated £180,000 at York Way
---	--

	estate and £235,000 at Avondale Square Estate. The insulation works will be fully funded by British Gas under the Energy Company Obligation. The only costs to the City of London will be for officer time spent in facilitating the project.
17. Potential source(s) of funding	The works, material and labour costs will be funded from British Gas under the Energy Company Obligation.
18. On-going revenue requirements and departmental local risk budget(s) affected	None – all work will be guaranteed and no future maintenance will be required.

Project Planning

19. Estimated programme and implications	Gateway 2 in February 2013, Chief Officer (Gateway 5) Authority to start work in March 2013. Works to commence immediately after Authority to start work is granted. It is estimated it will take up to 12 weeks to complete, depending on weather.
20. Potential risk implications	The overall level of risk is considered low, as the contractor will take responsibility for carrying out the works, providing materials etc; Poor weather may delay the contractor's ability to complete the works in the short term.
21. Anticipated stakeholders and consultees	Members, Department of Community and Children's Services Staff, residents of the estates.
22. Equality Impact Assessment	All affected residents will potentially benefit from the works.

Recommended Course of Action

23. Next Steps	Progress to gateway 2, and if approved, proceed to gateway 5, as per the project procedure, to be signed off by the Department of Community and Children's Services Chief Officer,
24. Resource requirements to reach next Gateway	Estimated two days to collate the information required to prepare Chief Officer report.
25. Funding source to reach next Gateway	Housing Revenue Account
26. Standard or Streamlined	Streamlined as per the project procedure (£250,000 – £2,000,000, low risk) going from Gateway 2 to gateway 5 to

Approval Track	be approved by Chief Officer.
-----------------------	-------------------------------

Appendices

Appendix 1	Energy Company Obligation information.
Appendix 2	Estate Plans and Photographs
Appendix 3	

Contact

Report Author	Lochlan MacDonald
Email Address	lochlan.macdonald@cityoflondon.gov.uk
Telephone Number	020 7332 3939

Appendix 1 – Energy Company Obligation Information (from Department of Energy and Climate Change website).

Energy Companies Obligation (ECO)

The Energy Companies Obligation (ECO) is a government scheme designed to reduce the UK's energy consumption and support those living in fuel poverty by funding energy efficiency improvements worth around £1.3 billion every year.

The ECO Order was made on 4 December 2012 and is now in effect. The ECO will run from January 2012 until March 2015, supporting the installation of energy efficiency measures in low-income households and properties that are harder to treat. It will work alongside the Green Deal to give consumers new ways of funding energy efficiency improvements in their homes.

The Green Deal and ECO will also help reduce carbon emissions from the UK's domestic building stock, which is essential to meet statutory domestic carbon emission reduction targets by 2050.

Scope of ECO

There are 3 obligations under the ECO.

Carbon Saving Communities Obligation - This provides insulation measures to households in specified areas of low income. It also makes sure that 15% of each supplier's obligation is used to upgrade more hard-to-reach low-income households in rural areas.

Affordable Warmth Obligation - This provides heating and insulation measures to consumers living in private tenure properties that receive particular means-tested benefits. This obligation supports low-income consumers that are vulnerable to the impact of living in cold homes, including the elderly, disabled and families.

Carbon Saving Obligation - This covers the installation of measures like solid wall and hard-to-treat cavity wall insulation, which ordinarily can't be financed solely through the Green Deal.

How ECO is funded

The ECO will be funded by energy suppliers. Energy suppliers obligated to provide the scheme will determine how much subsidy they provide to each consumer. This may depend on consumers' individual circumstances and the amount of Green Deal finance being used.

The ECO is worth around £1.3 billion every year. The ECO Affordable Warmth and Carbon Saving Communities obligations will deliver support worth around £540 million per year to low-income households. The ECO Carbon Saving Obligation is worth around £760 million per year.

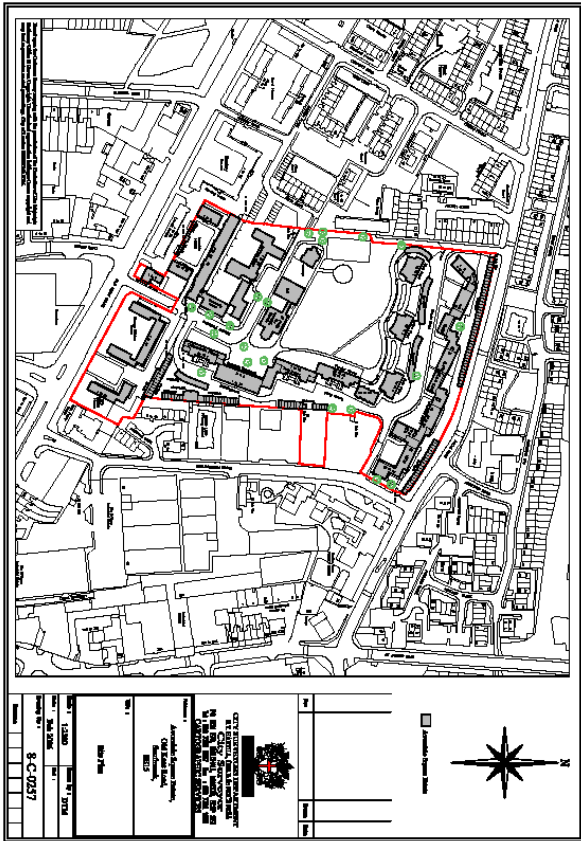
How ECO will be delivered

ECO will be delivered to customers either directly from energy suppliers or by organisations working together, who have made special arrangements, such as Green Deal Providers.

[ECO Brokerage](#) is a market-based mechanism that has been introduced to support an open and competitive market for the delivery of the ECO. Brokerage operates as fortnightly anonymous auctions where ECO providers will be able to sell “lots” of ECO Carbon Saving Obligation, ECO Carbon Saving Communities and ECO Affordable Warmth.

Appendix 2 – Estate Plans and Photos

AVONDALE SQUARE ESTATE (double click on plan to enlarge)

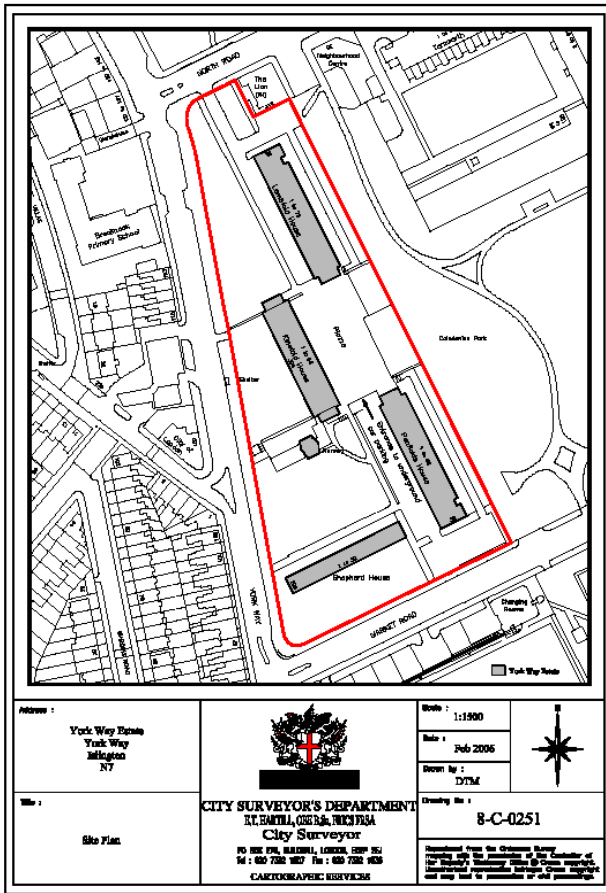


East Point with Procter House



Tovy and Colechurch Houses

YORK WAY ESTATE (Double click on plan to enlarge)



Lanbfold House (Penfields House and Kinefold House are similar)



Shepherd House

Agenda Item 9

Committee(s):	Date(s):
Housing Management Sub-Committee	31 January 2013
Subject: Assaults on Housing Officers	Public
Report of: Director of Community & Children's Services	For Information
<u>Summary</u>	
<ul style="list-style-type: none">• This report, which is for information, is to bring to the attention of Members the increase in cases of verbal and physical assaults against the City's Housing officers, and what is being done to address it.• During 2012 there have been 12 reported incidents of aggression towards Housing staff. This compares to only one incident in each of 2010 and 2011. It is important that we take this increase seriously, not only because the City has a duty of care towards its staff, but also to minimise the chances of a claim against the City if an officer were to be injured in some way.• Housing managers, led by the Health & Safety Manager, have formed a working group and have implemented a number of measures designed to protect staff and prevent a further increase in these issues. The measures include:<ul style="list-style-type: none">○ Review of risk assessments and local working procedures○ The introduction of security devices for high risk staff;○ New training for lone workers in office situations;○ A publicity campaign to encourage better behaviour;○ Swift and decisive action being taken against perpetrators.	

Main Report

1. Background

- 1.1 Front-line housing staff have always been at potential risk of violence from members of the public. Violence can manifest itself in various forms from verbal to physical assault. Housing officers carry out a range of highly sensitive work, such as collecting rent arrears and dealing with anti-social behaviour and neighbour disputes. They often have to deliver unwelcome messages – perhaps turning down a housing application, or a request for a repair which is the resident's responsibility.

- 1.2 In a survey of 200 social landlords carried out by the Chartered Institute of Housing's journal *Inside Housing*, a shocking total of 8,898 assaults on front-line housing staff were reported between January 2009 and April 2012. Most of these were verbal, but an alarming 1,350 were physical. The survey also showed that the number of physical attacks on housing staff in 2011 was a 35% increase on the number recorded for 2010.
- 1.3 In the City, we have been fortunate in having a very low incidence of aggression towards our staff. This may partly be due to the high quality of our services, and partly because we have staff on-site who get to know residents and form positive professional relationships with them.
- 1.4 However, the last year has seen a worrying increase in incidents of aggression and abuse towards our front-line staff. In 2010 and 2011, there was only one reported incident in each year in the Housing Service (covering all estates, including the Barbican). In 2012, there were 12 incidents.

2. Current position

- 2.1 The 12 incidents in 2012 comprised the following:
 - 3 cases of verbal abuse
 - 3 cases of verbal abuse and aggressive behaviour
 - 2 cases of threat of physical violence
 - 1 case of verbal abuse and threat to damage property
 - 1 case of verbal abuse and threat of physical violence against two members of staff
 - 2 cases of physical violence
- 2.2 Two incidents occurred at the Barbican Estate Office, four elsewhere on the Barbican, and six on other housing estates.
- 2.3 We think that there are a number of reasons for this increase. Firstly, there is increased pressure on residents as a result of the recession and the difficult financial situation many are in. This causes stress, which, in some people, can manifest as anger and aggression towards anyone who they perceive as being unhelpful. Front-line Housing officers are, by the nature of their jobs, potentially exposed to this behaviour.
- 2.4 We are also seeing an increase in mental health issues amongst residents, perhaps as a result of this stress. As demand on our housing stock gets

heavier, we are only able to house individuals and families who are at greatest need. These people are often already vulnerable and can find it difficult to integrate into a community. When problems arise, perhaps with neighbours, and staff have to intervene, tensions can be very high.

- 2.5 Another change in society which may be having an impact, is the use of social media, and the phenomenon of ‘cyber-bullying’. As evidenced by many recent press stories, there is a worrying trend for people to use social media to express negative views via such medium as web blogs, Facebook and Twitter in a very destructive manner. Generally, the use of social media is a very effective way of sharing information and feedback, and the vast majority of people using it do so in an entirely constructive way. However, our staff have already experienced incidents of very unpleasant and personal comments about them being posted. Not only is this distressing for the staff concerned, but it can generate a sense that it is acceptable to abuse and criticise officers, and it could be speculated that this, in turn, has an impact on face to face behaviour.
- 2.6 Finally, Housing management has been pro-active in encouraging staff to report incidents of abuse and aggression, rather than simply ignore them, and this will have had an impact on the reported figures. However, we believe that there are many other incidents where staff have turned a blind eye to unacceptable behaviour, and have not reported them. In a second national survey of front-line housing workers carried out in April and May 2012, more than a third of workers had not reported assaults to their employer.

3. Actions taken

- 3.1 By the middle of 2012 it was already obvious that decisive action was needed. The Health & Safety Manager, with the support of managers, formed a working group to discuss the previous and future incidents and to look at how we might safeguard staff. The group came up with a series of measures, many of which have already been implemented.

3.2 Risk Assessments and Work Processes

The group started their work by carrying out risk assessments of work processes and offices. The effectiveness of existing controls have been examined closely and checks made that all estates were following existing procedures and controls to ensure safe working. Where staff were felt to be vulnerable, either because of their workplace or working practices, we have recommended and implemented changes. An example of this is that in estates identified as a medium or high risk, we make sure that staff are never working alone. This has meant some adjustments to the opening

hours of estate offices, which has not always been popular with residents, but we have publicised the changes and the reasons for them widely, to explain why these steps have been necessary.

3.3 Security devices

The need for security devices was identified for staff working alone, either in offices, out on estates or in residents' homes. The Health & Safety Manager carried out research and identified a suitable device, which was then trialled by the staff who were felt to be at highest risk.

The trial was successful, and we now have a number of these Skyguard devices in use. The device, which can be discreetly carried and activated, links directly to a monitoring service. If the alarm button is pressed, the monitoring staff listen to what is occurring and summon appropriate assistance, be it police or medical staff in the event of an accident. Calls are treated as a priority by the police and the devices include a Global Positioning System (GPS) which pinpoints the location and allows assistance to be on site anywhere in London within 6 minutes. Calls are recorded, as well as monitored, so can be used as evidence if legal action needs to be taken.

These devices are cost-effective, as well as efficient, costing less than a mobile phone, but providing an easier and more discreet means of summoning help. Where staff already carry mobile phones, these can be adapted to function as a safety device. We are now looking to provide all appropriate staff with some form of device, and we are looking at the most effective solution for each individual, according to the nature of their work. For workers at a low risk, we are looking to supply a personal alarm.

3.3 Training

As well as ensuring that staff attend appropriate corporate training, we have run lone working training for office-based staff, using a specialist external provider. This training was very positively received and one participant fed back almost immediately that they had successfully used the techniques learned to diffuse a potentially explosive situation with a resident.

3.4 Publicity

The majority of our residents are courteous and considerate and enjoy a positive relationship with Housing staff. We do feel, however, that it is

important that everyone is aware of the problems caused by a few, and the impact this has on staff.

Estate newsletters which were published in December included an article to raise awareness of the issue of aggression towards staff. Designs for a corporate poster are being considered, and notices have been placed in all Housing offices, making it clear that unacceptable behaviour will not be tolerated.

This communication is also important to assure staff that these issues are being taken seriously and that we as an organisation will support them and press for the most severe penalties possible, this is key to maintaining staff morale.

3.5 Punitive measures

We have had a zero-tolerance policy on abuse and aggression towards staff for some time, but have rarely needed to invoke it, and the few cases which came to management attention were dealt with on an individual basis. In order to give staff reassurance, we have now introduced standard letters and procedures to deal with these matters.

Where a member of staff is subjected to verbal abuse or aggression of any kind, including shouting and bad language, a letter is sent to the resident concerned by the Housing Services Director, informing them that this behaviour is unacceptable, and warning that if there is another such incident, action will be taken.

Where the incident involves threatened or actual violence, there is now zero-tolerance. The Housing Services Director will send a letter advising the perpetrator that steps will be taken to withdraw their tenancy and remove them from their property, and a Notice to Quit will be served.

4. Further actions

- 4.1 As the impact of the welfare benefit changes begin to be felt, residents may be under further pressure and it is possible that there will be a knock on effect for staff. We will be monitoring the situation during the next year and will be working closely with colleagues in Corporate Health & Safety to identify further controls as necessary to eliminate or manage staff exposure to this hazard.

4.2 In the meantime, we will be exploring a series of changes to the way our estates are run and putting staff security at the heart of these. These changes will include:

- Strengthening the operational management of our estates and the staffing resources devoted to rent collection. Proposals will be brought to the next meeting of the Housing Management Sub-Committee.
- Developing protocols for dealing with social media and cyber-bullying. The Resident Involvement Team are running a Social Media Project and will be looking at this issue as part of that work.
- A review of Estate Office hours, in consultation with residents to ensure that staff are available at the times most needed, but are not left alone at any time.
- Installing CCTV in estate and sheltered scheme offices.
- Reviewing the design and layout of offices to protect the personal space of staff and ensure they have escape routes.

4.3 The Corporate Health & Safety Team are planning a campaign to encourage accident and near miss reporting and to launch a new reporting facility. This will be live in February, and we will be using it to ensure that all incidents of abuse or assault on staff are recorded.

5. Conclusion

5.1 It is hoped that Members will support all the existing and planned actions taken to address this issue. I would like to take this opportunity to thank the Departmental Health & Safety Manager, June Bridge, for her excellent efforts on this matter.

Financial and Risk Implications

All measures requiring financial input are being funded through local budgets – in particular the Housing Health & Safety budget. No extra funding is required at this time.

The issue has been identified as a priority on the Departmental Risk Register. There are risks to the wellbeing of staff if we do not take action to address this issue, but we believe that this is being mitigated by the actions we have implemented.

HR Implications

If we do not manage the increase in these incidents, then we will be at risk of increased stress and sickness for staff. We have had one incident where a worker felt unable to return to their base following an incident, and we have

worked very closely with HR to address this and to provide appropriate support. This clearly carries unnecessary cost implications for the department as well as impacting on service delivery.

Staff exposed to violence could also potentially take a claim against the CoL as an employer for an injury at work. The mechanisms outlined above are key in being able to defend any such claims.

As violence is an accepted workplace hazard it is regulated for under the provisions of the Health & Safety at Work Act. Incidents, if severe enough leading to more than 7 days of work as a result of an incident; or a physical injury as a result of an assault become reportable to the HSE (Health and Safety Executive) under the RIDDOR provisions (Reporting of Injuries Diseases and Dangerous Occurrences Regulations). Any following intervention by the HSE where they identify a material breach, such as a failure to implement risk assessment controls could see the Corporation charged for their time in carrying out the intervention, currently £139 per hour.

We will continue to monitor the position and to liaise with colleagues in HR to get necessary advice and assistance.

Strategic Implications

The measures outlined in this paper contribute to the Departmental Priorities of

- Improving the health and wellbeing of communities and individuals; and
- Making best use of resources and improving the way we work.

The issue has been reported to the Corporate Health & Safety Committee, which is monitoring the situation actively, and is discussed regularly at the Departmental Health & Safety Board, which has identified lone working as a high priority for action.

Consultees

The Town Clerk, Chamberlain and Comptroller & City Solicitor have been consulted in the preparation of this report.

Contact:

Jacquie Campbell, Head of Barbican & Estates
0207 332 3785
jacquie.campbell@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s):	Date(s):
Housing Management Sub-Committee	31 January 2013
Subject: Housing Estates - Allocated Members' Report	Public
Report of: Director of Community & Children's Services	For Information
<p><u>Summary</u></p> <p>This report, which is for information, provides an update for the Committee on events and activities on the City of London Corporation’s social housing estates.</p> <p>The report is compiled in collaboration with Allocated Members, whose role is to take an active interest in their estate, to champion residents and local staff and to engage with housing issues in order to play an informed part in housing-related debates within the Committee.</p>	

Main Report

Background

- The Allocated Members Scheme was introduced in 2000, when Members of the Community & Children’s Services Committee were allocated to different City of London Corporation housing estates. The purpose of the scheme was:
 - To give residents and staff a named Member to ‘champion’ their estate
 - To allow Members to take an interest in the estate, its residents and staff
 - To develop a group of members with housing knowledge & experience to contribute to the CC&S Committee.
- This report is presented to the Housing Management Sub-Committee twice a year.

Current Position

General Estate Matters

- Seven of our estates now have Estate Plans, and we plan to publish plans for the remaining estates before the new financial year. The process for developing the plans starts with an open meeting on the estate, where residents identify areas they wish to see improved, and prioritise these. Officers then look at resident surveys, comments from estate walkabouts and a range of other feedback, and an action plan is produced for the next 12 months. We report to residents on our progress 2 or 3 times a year so that they know what progress is being made.
- We now have 14 apprentices in the Housing Service. Six are in their second year and are working in roles which give them more responsibility. The other eight have recently joined us and are settling in to their new jobs. We consider that our role is not only to train them while they are with us, but to prepare them for long term employment. Each apprentice has a mentor who is outside their normal team. The mentors work with them to look at future career options and then explore these through shadowing, work experience and meeting with people working in these fields.
- The last year has seen a worrying increase in incidents of aggression and abuse towards our front-line staff. In 2010 and 2011, there was only one reported incident in each year in the Housing Service. In 2012, there were 11 incidents. A group of staff, led by our Health & Safety Manager, has been looking at ways to address this, and a paper is being presented to your Committee with full details.
- We have also seen an increase in complaints about noise nuisance on our estates. A Noise Nuisance Working Group has been established, with input from the City's Environmental Health Team, to develop new guidelines and information for residents.
- Estate staff work hard to generate income for the Housing Revenue Account (HRA), through promoting the rental of sheds, garages and parking spaces, and the hire of community facilities. In recognition of this, it has been agreed that each estate will receive 20% of the income raised there each year as an Estate Improvement Pot. It is for residents to decide how this money is to be spent, and each estate is using it differently.
- We welcomed several of our Allocated Members to the Resident Celebration Day, in October, organised by our Resident Involvement

Team. A very successful day saw some 150 residents come together to consider future issues for social housing and to hear a number of presentations. The Chairman of Housing Management Sub-Committee presented the annual Gardening Competition prizes, and the Deputy Chairman presented our Resident Awards.

Avondale Square Estate - Allocated Member, John Chapman

This is a time of unprecedented change at the Avondale Square Estate. The lift refurbishment programme continues apace, and by April 2013, the lifts in all blocks on the estate will have been renewed. Tenders have been received for the replacement of the door entry systems and the statutory consultation process with residents has commenced. This work, which has been eagerly awaited by residents, will commence February 2013 and complete in August 2013.

The most exciting project is for the development of the old Community Centre site. It is proposed to demolish the old centre and build a new community facility, an estate office and 17 new flats. Residents have been heavily involved in developing the proposals with the architects and a detailed application for planning permission has now been submitted to the London Borough of Southwark.

Avondale Square is one of the estates involved in the Our Place project, which aims to encourage residents to work together to care for their estate and to develop a stronger sense of ownership, community and pride in their environment. The project is being run in partnership with Waste Watch and the residents' association and the main elements are the creation of a community garden and a bulb planting scheme across the estate. I am very much looking forward to seeing the results of this project in the Spring.

At Harman Close, tenants joined residents from the City's other sheltered schemes in August on a day trip to Eastbourne. Despite some traffic jams which resulted in a very long journey, everyone who attended had a wonderful time. In September, the Avondale Square Residents' Association (ASRA) joined with sheltered residents to organise 'The World's Biggest Coffee Morning' - a national fundraiser on behalf of Macmillan Cancer Support. It was attended by members of ASRA, the craft club, and Harman Close Residents. Not only were there hot drinks and refreshments, but also bingo. The total raised for Macmillan was a whopping £213 - a great success all round.

Dron House – Allocated Member, Deputy Henry Jones

Dron House residents have had some unfortunate experiences in recent months as youths from outside the estate used it as a gathering place. This resulted in some anti-social behaviour which was distressing to residents. The estate staff formed a multi-agency group with the Anti-Social Behaviour Officer for Tower Hamlets and the police sergeant from the Local Beat Team to try to resolve this situation. The ring leaders were identified, visited by the ASB Officer and served with ABCs. They were instructed to stay away from Dron House or further action would be taken. Benches from the play area had to be removed as the youths were congregating there. After several weeks of the police making repeated calls onto the estate the youths finally left the area, and I am pleased and relieved to report that there have only been isolated incidents since then. However, the local Police are now keen to start a Neighbourhood Watch on the estate which the estate staff will help to facilitate.

Dron House is part of the Our Place project, and Waste Watch has been working with several residents to form a group to look at ways of bringing the community together. There have been a number of drop-in days which have been well attended. A car boot sale was held as part of the project in December and plans are now in hand to look at introducing a film club and book club.

Discussions are taking place with residents on proposals to redevelop the ground floor of 1-9 Dron House. It currently houses a large community hall, an estate office and a large workshop all of which are in great need of modernisation. The proposal is to have a three bedroom flat, a one bedroom flat and an estate office/meeting room in the current area. The present community hall is currently very under used by the residents at Dron House and it is felt that a larger, well equipped meeting room would be far more practical and not so costly to provide. Consultation is continuing with residents following two meetings held on the estate.

Dron House residents agreed that the Estate Improvements Pot this year should be spent on repairing part of the store shed roof. Store sheds are in high demand on the estate, and these repairs have brought more back into use.

Golden Lane – Allocated Members, Gareth Moore, Angela Starling

We are pleased to report that the former nursery on the estate, currently known as the Golden Lane Community Room, remains very popular in terms of community use and provides a much needed additional income stream for the HRA. It will be used as a polling station for this year's Common Council elections on Thursday 21 March 2013. However, to differentiate the facility from the community centre on the estate, a change of name is likely in the near future. It is proposed to call it 'The Sir Ralph Perring Centre'. Once this is

confirmed appropriate signage, conforming to the Listed Building Management Guidelines, will be erected.

Following the appointment of John Robertson Architects a considerable amount of preparatory work has been completed on the recladding of Great Arthur House, not only in terms of design but also with regards to informing and consulting residents. Different types of frames have been examined to see what suits the building and which best meets Listed Building requirements. In December an exhibition was held in the Community Centre so that residents could see the windows for themselves, and this proved very popular.

We are pleased to advise the Committee that additional locations for extra bike racks have been identified. Once Listed Building Consent has been granted, funding will again be provided by Transport for London as part of their Cycle Superhighways programme. In total, approximately 12 additional racks will be installed providing secure storage for up to 24 bikes.

Waste Watch have been working with residents of Golden Lane since July on the 'Our Place' project. As part of this, they have been working alongside the gardening group to set up a new composter and composting workshop. They are also in the process of organising a toy/book swap and working closely with the City of London recycling team on a 'Love Food Hate Waste' campaign.

Finally, a Christmas Fayre was organised by residents on the estate on 8 December and was a great success.

Holloway Estate – Allocated Member, Deputy Catherine McGuinness

There are now two permanent Porter/Cleaner/Gardeners working full time at Holloway Estate. I am always impressed by the gardens and lawns on the estate, but since these appointments, standards have been higher than ever. As a result, we have had an approach from Livability Housing Association, who have some properties for people with disabilities adjacent to the estate, to take over the responsibility of maintaining their tenants' gardens. This option is currently being investigated by officers.

Although the estate is very well-kept, there is always room for improvement. Works will shortly be underway to paint some of the garages and to update the road markings. Residents are also being consulted about their priorities for improvements to the children's play area, the lighting on the estate and painting of sheds. Once staff have received the results they will create a plan of action to carry out the works.

The estate includes a football pitch and surrounding land which is no longer used. This may well prove an ideal site for new homes to meet the increasing demand on the Housing waiting list. The costs of such a project would be met by Section 106 development gains, so would have no impact on existing residents and would, in fact, increase income to the estate. I will update Members as these plans unfold.

Isleden House – Allocated Member, Elizabeth Rogula

Residents at Isleden House have had a full schedule in the past few months; they all enjoyed a post-Jubilee barbecue, during which they were able to make use of the new gazebo. The sheltered scheme also boasts a new greenhouse - the old one having been destroyed by an emergency air ambulance landing last year! The greenhouse has already helped to produce some of the many fruit and vegetable plants now growing in the garden. These are all available to residents and are very popular. In August it was unfortunately necessary to remove a lovely Tamarisk tree, but this was replaced with a June berry tree which is flourishing. The new gardener is also making improvements to the overall look and feel of the gardens.

Isleden House's sheltered residents continue to enjoy an active programme of events. In November, a 'Pink Evening' was held and proved very popular. This included a pink-themed quiz, complete with pink decorations and refreshments, and raised £92 for breast cancer awareness. Residents then held a farewell party on 12 December for our Supported Housing Apprentice, who was moving to another scheme. Their Christmas celebrations reached their peak on 15 December, with a good old London knees-up and buffet, enjoyed by all.

Isleden's Movie Club remains popular and runs every other Wednesday evening. Both sheltered and general needs residents gather to watch popular films thanks to the funding provided by the City's Supported Housing Team.

Middlesex Street Estate – Allocated Member, Deputy Henry Jones

I am delighted to tell Members that the Artizan Street Library and Community Centre is now complete and has been officially opened. This has been a major project, which will greatly improve many services to residents on Middlesex Street Estate as well as residents and workers in the Portsoken Ward. The new centre looks magnificent, and will provide a full range of housing, library, community activities and sports facilities, giving a much-needed boost to the east of the City. The opening of the new community hall was marked by a reception for the Three Score & Wingate Golden Oldies Christmas Dinner, to which I was pleased to welcome the Lord Mayor. At the reception we held a

raffle with a number of donated prizes and I am pleased to say that we managed to raise £550, which will be sent to St. Joseph's Hospice in Hackney.

As part of the development, four shop units have been turned into one bedroom properties, all now allocated to delighted tenants. Two flats have been built in the old entrance from Middlesex Street and will shortly be ready for occupation. The new entrance into the estate at Harrow Place/Artizan Street will be open within weeks.

Middlesex Street Residents' Association agreed that the Estate Improvements Pot would be spent on works to the ground floor store sheds in Petticoat Tower and to purchase garden furniture for the Podium. The Association are also in the process of establishing a Garden Club with volunteers from the estate, both young and old, who will be working on the flower beds on the Podium alongside Open Spaces who have offered to give regular training to all interested members of the Garden Club.

This year the award for the Best Communal Garden was awarded to Ted Hall, Chair of the Residents' Association. Ted's wonderful work makes the Podium a pleasant area for young and old to sit in and enjoy.

A new Recycling Area has been completed on the ground floor of the Car Park with more recycling bins, better lighting, improved signage along with a designated area for the shopkeepers at Middlesex Street. This has been a joint venture between the Housing Service and Environmental Services.

We were fortunate to be awarded funding from Transport for London as part of the Cycle Superhighways programme for more cycling racks for the residents at Middlesex Street. These are much needed as cycling is a very popular pursuit with our residents and keeping cycles safe and secure a top priority.

Middlesex Street Residents' Association arranged and paid for some of the youngsters and their parents to attend a Christmas Pantomime at Stratford Theatre along with families from Mansell Street Estate. This is the first time this has happened and a wonderful time was had by all.

Finally, I am pleased to announce that the Housing Service's Good Neighbour Scheme will be launched at Middlesex Street Estate in the New Year. This new project, developed in partnership with Broadway, Adult Social Care and Community Service Volunteers (CSV) supports volunteers to provide a befriending service to existing residents and newcomers to the estate. If successful, it will be rolled out to all the City's estates, but I am proud that Middlesex Street has been chosen to lead this project.

Southwark & William Blake Estates – Allocated Member, Wendy Hyde

I am delighted to be the new Allocated Member for both Southwark Estates and William Blake Estate and I am equally pleased to have visited both estates soon after my appointment. What was very clear to me during my visit was the enthusiasm and commitment of the staff and the pride they take in their work. It was somewhat disconcerting, however, to see my picture already on every notice board!

Residents at Sumner Buildings, Pakeman House and Stopher House have been waiting for works to improve their door entry systems and increase security for some time. Unfortunately there has been a further delay as the Comptroller and City Solicitor advised that some minor changes to the specification meant that Section 20 pre-tender consultation with homeowners had to be repeated. However, I am pleased to say that the work will now commence very soon.

Members will recall from previous reports that residents at William Blake Estate were eagerly awaiting the replacement of some trees which had been a feature of the estate but which were removed on health and safety grounds. New trees have now been planted and we can look forward to seeing them grow and enhance the estate in coming years

Sydenham Hill Estate – Allocated Member, Deputy William Fraser

I am sorry to report that despite the strenuous efforts made by officers, the post of Estate Officer at Sydenham Hill remains vacant. Following the resignation of the previous officer, residents were consulted about their wishes and represented on the panel which carried out interviews. A new Estate Office commenced in post on 29 October, but, disappointingly, resigned after just 3 weeks. The recruitment process has been recommenced and I am hopeful that by the time this report is presented to Members, an appointment will have been made. In the meantime, officers are providing support to the estate from Avondale Square Estate, and residents are being understanding and supportive during this difficult time.

On a happier note, a Christmas fair was held on the estate on 16 December, followed by an evening quiz. Both events were well attended and much enjoyed by all.

I am pleased to say that the Mais House Residents' Association (MHRA) has been very active this year. In addition to a joint trip to Eastbourne with other sheltered residents in August, Mais House residents enjoyed a day trip to

Canterbury in September which was joint funded by the City of London and MHRA. They also organised an Autumn social event in October, which was attended by around 25 residents.

Mais House itself has enjoyed a makeover this year - the old catering kitchen and dining room have been remodelled and a mobility scooter storage room has been installed. This work has enabled the City to establish a fully wheelchair-accessible one bedroom flat as well as a new kitchenette and redecorated dining room for residents to enjoy.

To celebrate Christmas, residents enjoyed a Christmas lunch at Eden Park Carvery on 17 December and an afternoon tea at Mais House – both part-financed by the City's Supported Housing Team.

Windsor House – Allocated Member, Virginia Rounding

Residents at Windsor House were invited to an open meeting in 2012 to discuss with staff and managers any concerns they have and to identify their priorities for improvement in 2013. The result is an estate plan, which has now been distributed to all residents. The biggest concern for residents was the condition of windows on the estate, and officers are working hard to find a way of funding and implementing a window replacement programme earlier than originally planned.

There are some interesting proposals for developing the estate which may come to fruition during 2013. One is the possibility of updating the children's play area. The estate is located next to a local park, with its own play area and football pitch, and so we need to be sure that there is demand for the estate play area before funding is used to upgrade it. Officers are consulting with residents to get their views.

The other possible project is the redevelopment of the existing community hall and surrounding area to provide additional homes and a new community facility. This would be an interesting project that would increase the availability of housing on the estate and could be funded from development gain. Officers are working with the City Surveyor's department to explore this and I will look forward to updating Members in due course.

York Way Estate – Allocated Member, Billy Dove

I had the great pleasure of once again judging the Garden Competition in the summer. Mr Mujib from Kinfold House won the Chairman's Cup for his flower display on his patio which is truly impressive especially within the confines of a stark building. It is truly an oasis and he was a worthy winner.

In November, staff and managers met with residents to discuss their priorities for improvements to be made on the estate during 2013. A number of issues were raised, including difficulties with the refuse collection, and officers took these up with the London Borough of Islington. The feedback from the meeting has been used to create an Estate Plan which has now been sent to residents. One small immediate improvement has been the introduction of a weekly Estate Update. A suggestion from residents, officers are piloting this at York Way and, if it proves valuable and popular with residents, will spread the idea to our other estates.

In October the estate held an evening meeting in association with the London Borough of Islington to explain to residents how best to combat anti-social behaviour in the area. York Way Estate has historically suffered from higher levels of anti-social behaviour than our other estates and requires a greater input from Housing staff and the local police to maintain a safe environment. Residents were given information about correct reporting procedures and how best to record incidents, and this was well received.

Financial and Risk Implications

There are no known financial or risk implications in this report. The costs of all activities and plans referred to in the report will be contained within existing budgets.

HR Implications

There are no known HR implications.

Strategic Implications

Activities on the estates reported on here contribute to delivering the Departmental Priorities: “Supporting and empowering our communities and enabling people to make a positive contribution” and “Improving the health and wellbeing of communities and individuals”.

Consultees

This report was compiled in consultation with the Allocated Members, managers and staff of the CoLC’s housing estates. The Town Clerk, Chamberlain and Comptroller & City Solicitor have been consulted in the preparation of this report.

Contact:

Jacquie Campbell, Head of Barbican & Estates
0207 332 3785
jacquie.campbell@cityoflondon.gov.uk

Agenda Item 14

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Agenda Item 15

By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Agenda Item 16

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank