



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

Date: THURSDAY, 16 MAY 2019
Time: 2.00 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

Membership will be confirmed at the meeting of the Community and Children's Services Committee on 8th May 2019

Enquiries: Julie Mayer: 020 7 332 1426
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Lunch will be served in the Guildhall Club at 1pm

NB – Part of this meeting could be the subject of audio or visual recording

**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. **TERMS OF REFERENCE**
To receive the Sub Committee's Terms of Reference and to note the current Allocated Members list (and guidelines for allocated members).
For Information
4. **TO ELECT A CHAIRMAN IN ACCORDANCE WITH STANDING ORDER 29**
For Decision
5. **TO ELECT A DEPUTY CHAIRMAN IN ACCORDANCE WITH STANDING ORDER 30**
For Decision
6. **MINUTES**
To approve the public minutes and non-public summary of the meeting held on 26 March 2019.
For Decision
(Pages 1 - 10)
7. **OUTSTANDING ACTIONS LIST**
Members are asked to note the Committee's Outstanding Actions list.
For Information
(Pages 11 - 12)
8. **FIRE DOORS**
Assistant Director, Barbican and Property Services to be heard.
For Information
9. **TENANCY VISITS**
Report of the Director of Community and Children's Services.
For Information
(Pages 13 - 16)
10. **ALLOCATED MEMBERS**
Report of the Director of Community and Children's Services.
For Information
(Pages 17 - 24)
11. **ALMSHOUSES UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 25 - 26)

12. **CITY OF LONDON HOUSING ESTATES PLAY AND BALL GAMES AREAS
REFURBISHMENT**
Report of the Director of Community and Children's Services.
For Decision
(Pages 27 - 54)
13. **SOCIAL HOUSING RENTS FROM 2020**
Report of the Director of Community and Children's Services.
For Information
(Pages 55 - 58)
14. **HOUSING DELIVERY PROGRAMME - HOUSING DESIGN GUIDE**
Report of the Director of Community and Children's Services.
For Information
(Pages 59 - 62)
15. **MAJOR WORKS PROGRAMME - PROGRESS REPORT**
Report of the Director of Community and Children's Services.
For Information
(Pages 63 - 72)
16. **HOUSING WINDOW REPLACEMENT PROGRAMME**
Report of the Director of Community and Children's Services.
NB – the appendix in respect of the Wider Estates will follow
For Information
(Pages 73 – 80)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB
COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
19. **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

20. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 26 March 2019.
For Decision
(Pages 81 - 82)
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB
COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE
PUBLIC ARE EXCLUDED**

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**HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND
CHILDREN'S SERVICES) COMMITTEE
Tuesday, 26 March 2019**

Minutes of the meeting held at Guildhall at 2pm

Present

Members:

John Fletcher (Chairman)
Randall Anderson (Deputy Chairman)
Mary Durcan
Marianne Fredericks
Alderman David Graves
Barbara Newman
Dhruv Patel OBE
Susan Pearson
William Pimlott

Officers:

Paul Murtagh	- Assistant Director, Barbican and Property Services, Community and Children's Services
Liam Gillespie	- Community and Children's Services
Dean Robinson	- Community and Children's Services
Michael Harrington	- Chamberlain's Department
Karen Marks	- Department of the Built Environment
Polly Dunn	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Peter Bennett.

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

In respect of agenda item 7 - Consultation Schedule for City of London Primary Academy Islington (COLPAI) Susan Pearson declared an interest in this matter and informed the Committee that she would not speak or vote on this item, having not applied for the relevant dispensation.

3. MINUTES

With respect to item 2, Members' Declarations under the code of conduct in respect to items on the agenda, Members commented that it should read "- by virtue of being leaseholders on the Barbican and/or Golden Lane Estate."

RESOLVED – That, subject to the correction, the public minutes and non-public summary of the meeting held on 21 January 2019 be approved as an accurate record

Matters arising

In respect of the update on the window replacement project, given the scale and interest in the project, an update would be submitted to a forthcoming Community and Children's Services Committee.

Members were informed by officers had been in correspondence with CTIL to ensure that they followed an agreed application and planning approval process before approaching anyone with speculative notices of mobile equipment installation.

4. OUTSTANDING ACTIONS

Members received the Committee's outstanding actions list and noted the following updates since the last meeting of the Sub Committee:

- A report on Parkguard Ltd would be considered under item 12 of the agenda.
- A report on Tenancy Visits would be considered under item 10 of the agenda.
- The Housing Update and Risk Register, including the new 'dashboard' format, would be submitted for consideration at either the May or July 2019 Sub Committee meeting.
- A report on the Portsoken Community Energy Project would be considered under item 14 of the agenda.
- An update on the collection of water charges from tenants would be provided at the May 2019 Sub Committee meeting.

RECEIVED.

5. MAJOR WORKS PROGRAMME PROGRESS REPORT

Members considered a report of the Director of Community and Children's Services in respect of progress on the Housing Major Works Programme. The following matters were raised:

- Following feedback from Members, the Assistant Director agreed to revise the key in appendix 1 to make project 'slippage' clearer to identify within the delivery forecasts.
- The results of destructive testing for the front door replacement project at Great Arthur House had demonstrated that the removed door did not comply with current fire safety requirements. Work was underway to improve the fire resistance of the sample door and if this also failed then there would be a requirement to replace all doors. There would be no testing on the panelling as the project team were already aware these were not in line with current fire regulations; the Project Team were working directly with the Planning Team to find a solution. A key issue

remained with the Parcel Cupboard, which was also non-compliant; it was proposed that the cupboard may need to be replaced with something that looked similar but functioned differently. A Member asked why the doors were so unsatisfactory. The Assistant Director explained that, at the time of installation, all City of London Corporation buildings met the contemporary fire safety regulations and that current regulations were not enforced retrospectively. However, when a Fire Risk Assessment is completed and buildings are considered unsafe with improvements needed, the Corporation were obliged to make these improvements.

- A Member identified that the five-year Major Works Programme had reached its halfway point and a number of projects beneath that umbrella had been completed. Members queried when any planned future projects would be brought to the Committee's and to residents' attention. The Assistant Director explained that towards the end of 2019 a forward look would be provided. There was concern that this would give too little time for residents to plan ahead. The Assistant Director added that the scale of future works, with the exception of the roof replacement programme, would be far smaller than the current Major Works Programme. It was agreed that officers could consider providing some form of 'good news' notification for residents, sooner rather than later, explaining that there was very little work needed in the following five years. It was suggested that this communication could be sent to residents by the respective Estates' Offices in conjunction with their annual service charge circulation. The Chairman wanted to ensure that, even if the size of the projects were going to be smaller, that the current level of report detail and scrutiny be maintained by the Sub Committee going forward.

RESOLVED, that – the report be noted.

6. FIRE SAFETY UPDATE - HRA PROPERTIES

Members received a report of the Director of Community and Children's Services in respect of a fire safety update on HRA properties.

The Chairman requested that, once an item in the Fire Safety Action Plan had been reported as "complete", it no longer be included in subsequent reports to the Housing Management and Almshouses Sub-Committee.

RECEIVED.

7. CONSULTATION SCHEDULE FOR CITY OF LONDON PRIMARY ACADEMY ISLINGTON (COLPAI)

Members considered a report of the Director of Community and Children's Service in respect of the consultation schedule for the City of London Primary Academy Islington.

The Assistant Director explained to Members that the report included the list of conditions that had come to them as a result of the planning application. He

explained that residents would not be denied an opportunity to comment on the items marked as “accepted” or as “consultation not necessary” but there were other areas that needed a more in-depth approach. On this basis, a consultation schedule had been agreed to reasonably reflect what had been asked for by residents and planning. This schedule had been published prior to the Sub Committee meeting and featured monthly “Drop-in” sessions and quarterly “Public” focussed consultation meetings.

[Marianne Fredricks joined the meeting at 11.59]

A Member thanked officers for taking the initiative on areas where there needed to be consultation and for considering how they were going to fulfil these conditions. It was suggested that residents who were more directly affected should get greater representation than those who lived further away from the site. It was also requested that future consultation meetings be distinct from the construction progress updates. Some Members felt that residents would prefer more regular public consultation meetings, proposing that meetings should be held monthly and alternate between public consultation and drop-in sessions. Points were made regarding the advantages and disadvantages of the different formats of meetings, this included whether drop-ins gave value for officer time; the ability for residents to feel heard amongst other strong voices in public meetings; and how in all forms, these meetings could be intimidating. The Assistant Director felt that the current proposal was fair but agreed to review the balance between the two formats of meetings within the schedule at the end of the quarter. Dates for consultations in the proceeding months may have needed to be published before this review was due to take place, however, it was agreed that the nature of these meetings could remain flexible until after the Committee had reviewed their effectiveness. It was confirmed that future consultation meetings would be separate to the construction progress updates.

A specific concern was raised at the drop-in session held on 21 March 2019 with regard to the waste collection proposals for Baltic Street West. A meeting of officers had been organised to discuss the alternatives and to address why the most reasonable option was not the option proposed at planning stage. An update would be provided at the next meeting.

Members were assured that, if changing the testing parameters for certain planning conditions, residents would still be consulted, even if not necessary. This was also true of any other material changes that would have an impact on residents, but not on planning conditions. All information would be made available for residents for comment, regardless of whether consultation was obligatory.

Following questions from the Sub Committee, Members heard that there was a dedicated website for the project, on which residents could see what areas were being consulted on and when that was happening. The website also allowed questions to be submitted virtually. These questions were reviewed on a weekly basis and were responded to in a timely manner. A record of questions raised at the drop-in sessions were drawn up and circulated in bulletins, on the website and elsewhere.

RESOLVED, that –

- The report be noted;
- The proposed Consultation Schedule relating to the discharge of the remaining planning conditions for the COLPAI development, be approved; and
- That the Consultation Schedule be reviewed at the Sub-Committee's July 2019 meeting.

8. **PORTSOKEN COMMUNITY ENERGY PROJECT**

The Committee agreed to take item 14, Portsoken Community Energy Project, at this point on the agenda.

Members received a report of the Director of Community and Children's Services Department in respect of the Portsoken Community Energy Project. The Chairman invited Afsheen Rashid from Repowering, to address the Sub Committee.

Members heard that it was good news to have a site identified, however, the site meant that the project was no longer able to benefit from the Feed-in-Tariff (FIT) pre-accreditation. As determined in the feasibility investigations, the solar panels would need to be connected to meters in the communal areas, which were classed as "domestic", rather than through the Artizan Street Library meter, which was designated as "non-domestic". Only non-domestic sites were eligible under the FIT scheme. Whilst this resulted in the lost security of FIT income on the project, it did remove time constraints that had been imposed by the FIT.

In order to address the lack of FIT income, an alternative financial model had been proposed to the Sub Committee. The model was a blend of funding sources including at least 50% of community shares, with the remaining 50% of capital costs sourced from carbon offset funds, Corporate Social Responsibility and Social Value contribution.

Recent engagement with residents included door-to-door visits and a consultation evening, both of which had been overwhelmingly positive. Engagement with residents would continue to run on a monthly basis, with a prospect of more tailored events in due course.

Members were still in support of the project and were hopeful of its success. They expressed their thanks for the work done on recalibrating the financial model following the withdrawal of the FIT eligibility. A question was raised as to the long-term view on the sustainability of the project. Ms Rashid assured Members that there were a number of funding options including exporting surplus energy out to market at a commercial rate. There was a lot of appetite for corporate involvement in this sort of scheme. One Member suggested that

this model may be rolled out to other City of London Corporation run-estates, which may then collectively result in a more substantial contribution.

The Chairman informed the Committee that he had been having ongoing conversations about how this project was complementary to, and could link with proposed electric vehicles charging points being installed on the Middlesex St. Estate.

RECEIVED.

9. **COMMUNITY CENTRES POLICY**

Members considered a report of the Director of Community and Children's Services Director in respect of the Community Centres Policy.

The policy had been drawn up as a matter of priority to address operational matters following an audit recommendation. Consequent to approval, a Community Centres Strategy would be drafted in line with this policy and wider Corporate aims. Residents would be invited to consult on the strategy and final approval would be sought from Committee in July 2019. Members asked that the strategy include detailed KPIs and be reported alongside a more detailed financial model.

At present, no Community Centre generated surplus and therefore all were subsidised by the HRA. On the event that a surplus was generated, the service charge would be adjusted in the following financial year to avoid over-recovery from leaseholders, though at most locations this is unlikely to happen. Conversely, due to HRA subsidies and relatively low value of overheads, where centres make a loss, the costs that needed to be recovered from leaseholders would be limited.

With regard to restrictions of hire, a Member asked for assurance that non-resident and commercial lettings would not result in disturbances, such as excess noise, for residents. This issue was covered by the terms and conditions of the hire which apply to any booking. Any breach of these terms and conditions would result in the user being prevented from re-booking the premises. In addition, all lettings were dealt with by the respective Estate Managers, all of whom are acutely aware of the sensitivities of local residents.

A further audit recommendation was that the Estates' finances should be reported to and monitored at committee level, a process which would be introduced in due course.

Thanks were given by the Sub Committee to Liam Gillespie for his work on the policy.

RESOLVED, that the Community Centres Policy for use by the Housing Service, be approved.

10. **CLOSED-CIRCUIT TELEVISION (CCTV) POLICY**

Members considered a report of the Community and Children's Services Director in respect of the Closed-Circuit Television (CCTV) Policy.

The Chairman recognised that the City of London's CCTV usage on its housing estates needed to be regulated by policy but raised concern over the prohibition of the installation of doorbells with integrated cameras. There was a sense that these were already in use across the Estates and that they were of benefit to a number of those in the community, particularly those who were most vulnerable.

Under the ICO's guidelines, there was no distinction between CCTV and doorbells with integrated cameras. As a result, the policy restricted personal use of CCTV, self-contained image recording devices (including doorbells with cameras) and automated camera systems. This ban was further supported by the tenancy agreement which did not allow the installation or affixion of anything outside of the owner's property. It was noted, however, that residents install their own regular doorbells without issue.

The issue particularly affected any cameras that were recording communal areas, such as hallways. Individual residents could be criminally liable for any conduct that constituted harassment, however, the liability of the City of London Corporation in a case such as this was uncertain.

Members felt that, if enforced, these restrictions needed to be better publicised. Following a suggestion that residents apply for specific consent to install a camera, Members determined that this would not resolve the issue as they would almost never be permitted under current ICO guidelines. It was therefore agreed that further consideration and legal advice was needed on the matter of doorbells with integrated cameras, however, Members recognised the need to ensure they had a working policy in place.

RESOLVED, that

- the Closed-Circuit Television (CCTV) Policy for use by the Housing Service, be approved; and
- investigation into the use of doorbells with integrated cameras be continued and reported back to the Committee in due course.

11. TENANCY VISITS PROJECT UPDATE

Members received a report of the Director of Community and Children's Services in respect of an update on the Tenancy Visits Project.

To date, there had been a 95% completion rate of interviews with a few remaining appointments arranged. Following comments from residents, there were changes made to the Tenancy Visits Team's leaflets and correspondence to make them more noticeable, this had proven very successful. Approval was being sought by the Team to approach those tenants that had not yet responded to the survey. There were approximately 90 tenants that had not replied.

A full report with more substantive findings from the visits was due to be reported to the Community and Children's Services Committee in July 2019.

RECEIVED.

12. **HOUSING PROPERTY SERVICES - ACHIEVEMENTS 2018**

Members received a report of the Director of Community and Children's Services in respect to the Housing Property Services achievements of 2018. Thanks were extended to officers for their hard work and continued efforts.

RECEIVED.

13. **RESIDENTS REASSURANCE & ENGAGEMENT SUPPORT SERVICE UPDATE (PARKGUARD LTD) UPDATE**

Members received a report of the Director of Community and Children's Services in respect of an update on the Residents Reassurance & Engagement Support Service (Parkguard Ltd).

The Residents Reassurance & Engagement Support Service had been very well received and served as a visible reassurance to residents. Patrol officers had become a font of local knowledge and in some cases acted a source of intelligence for police.

Financing of the contract with Parkguard Ltd would need to be considered when it came for review in early 2020. Officers identified a potential need for costs to be recharged, in part, to leaseholders. Members commented on the success of the service and that, if it were necessary to pass costs on, it would be worthwhile to somehow demonstrate the value of their contribution. This would involve setting clear KPIs and publicising the benefits of the patrols.

A list of interventions was collated by Parkguard Ltd and shared with the City of London Corporation. Officers suggested they could draw on this data and publish an appropriate summary for residents' information.

RECEIVED.

14. **PROJECT TO INCREASE RECYCLING ON MIDDLESEX STREET ESTATE**

Members received a report of the Director of Community and Children's Services in respect to the project to increase recycling on Middlesex Street Estate.

Recycling performance across the City of London had been stagnating in comparison to national performance. In June-July 2018 42% properties in the Middlesex Street estate were participating in Dry Mixed Recycling (DMR) and 25% in food waste. Officers intended to trial a recycling incentivisation scheme by offering Middlesex Street estate a one-off £1000 award for communal use in the Estate for a 5% increase in recycling participation. It was noted that a 50% participation rate would be considered a "good" level.

It was felt that seeing actual numbers of households etc. would allow the Sub Committee to better understand the matter. The figures were due to be updated following the collection of more recent data and would be reported both in numerical and percentage terms to the May 2019 Sub Committee meeting. It was clarified that the data pertained to the number of household's that partook in recycling, as opposed to the tonnage of recycling and waste collected.

The City's recycling was collected and transported to the current contractor's UK recycling centre (Veolia), at which it was processed mechanically and separated into various materials. Bails were then taken to a mixture of domestic and foreign plants for processing. These destinations were determined by the contractor and changed periodically. The City of London Corporation's recycling contract with Veolia was reaching its end and had been awarded to an alternative supplier.

Following a question from a Member, officers confirmed that the Corporation would continue to engage with supermarkets to encourage plastic wrap minimisation.

RECEIVED.

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

17. **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 1 of Schedule 12A of the Local Government Act.

Item no(s)	Para no(s)
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20	3, 5
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18. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 21 January 2019 be approved as a correct record.

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no non-public questions.

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

There was no other business.

The meeting ended at 1.15 pm

Chairman

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HOUSING MANAGEMENT AND ALMSHOUSES SUB-COMMITTEE - Outstanding Actions- April 2019

Date Added	ITEM	Action	Officer and target date
27.11.2018	TENANCY VISITS	Final report to July CCS and Housing Management and Almshouses Sub	Dean Robinson July HMASC and CCS
21.1.2019	HOUSING UPDATE AND RISK REGISTER	Future reports to include a 'dash board' format. Fire Safety Risk to be amended to reflect more accurately what the Department is trying to achieve.	Paul Murtagh May or July 2019 Sub Committee meeting
21.1.2019	COLLECTION OF WATER CHARGES FROM TENANTS	Officers agreed to speak to Thames Water's Liaison Manager in respect of visiting resident drop-ins or resident association meetings	Liam Gillespie update at May Sub Committee
26.3.19	MAJOR WORKS PROGRAMME PROGRESS REPORT	Revise the key in appendix 1 to make project 'slippage' clearer to identify within the delivery forecasts. 'Good news' notification for residents, as soon as possible, explaining that there would be very little work required in the following five years.	Paul Murtagh A forward look to be provided at the end of 2019 'Good News' notification to be sent in conjunction with annual service charge notices.
26.3.19	PETTICOAT TOWER BALCONY DOORS AND WINDOWS	Resolution to Procurement Sub-Committee.	Julie Mayer Resolution to next Procurement Sub Committee meeting on 15 May 2019. Verbal update at Grand Committee on 8 May
Date Added	ITEM	Action	Officer and target date

HOUSING MANAGEMENT AND ALMSHOUSES SUB-COMMITTEE - Outstanding Actions- April 2019

26.3.19	CONSULTATION SCHEDULE FOR CITY OF LONDON PRIMARY ACADEMY ISLINGTON (COLPAI)	<p>Waste collection proposals for Baltic Street West.</p> <p>Future consultation meetings to be separate to the construction progress updates.</p>	<p>Paul Murtagh</p> <p>Baltic Street West - An update would be provided at the next meeting.</p> <p>Consultation Schedule to be reviewed at the Sub-Committee's July 2019 meeting.</p>
26.3.19	COMMUNITY CENTRES STRATEGY	Residents would be invited to consult on the strategy and final approval would be sought from Committee in July 2019	<p>Liam Gillespie</p> <p>July 2019</p>
26.3.19	CCTV POLICY	further consideration and legal advice to be obtained re doorbells with integrated cameras	<p>Liam Gillespie</p> <p>July 2019</p>

Committee: Housing Management and Almshouses Sub- Committee	Dated: 16/05/2019
Subject: Tenancy Visits Project Update	Public
Report of: Director of Community and Children's Services	For Information
Report author: Dean Robinson, Tenancy Visits Project Manager	

Summary

This report updates members on the progress made with the tenancy visits project. Visits have been underway since August 2018 and the programme was completed on the 29th March 2019. The tenancy inspectors visited a total of 1,934 properties and successfully completed 1,845 interviews. This accounts for approximately 95.4% of the tenanted housing stock.

This is the final routine update report that Members will receive. A full report on the project and the findings of the tenancy visit surveys will be presented to Committee in July 2019.

Recommendation

Members are asked to:

- note the report.

Background

1. The Corporation has a duty to ensure fair, effective and efficient use of its housing assets. This requires it to ensure that stock is properly let and used for its intended purpose and that service delivery arrangements incorporate principles of equality and diversity and understands its tenants' needs. A number of these requirements have been given added emphasis in recent years through legislation such as the Prevention of Social Housing Fraud Act 2013 and the Equalities Act 2010, both of which strengthened the powers and responsibilities of social housing landlords in their respective areas.
2. To help ensure these duties are carried out effectively, officers currently visit and inspect up to a third of the City's tenanted properties each year. Tenancy visits enable the Corporation to ensure properties are being properly occupied and maintained in accordance with tenancy conditions. The visits have also identified possible tenancy fraud, updating changes in household information and identifying any additional or changed needs within households. This also allows staff to get to know tenants and their specific needs better.

Current Position

3. The Tenancy Visits Project has been completed, with a total of 95.4% of inspections completed across all estates. This meets the original target for the programme of 95%.
4. All tenants were contacted and visited at least three times in line with the project end date of 29th March 2019.
5. Those tenants who have not completed the survey have been referred to the relevant estate team for further action.
6. The Visiting Officers attempted surveys at a total of 1,934 properties and completed 1,845 interviews across all the estates. A total of 4,705 door knocks were made across all estates (tenanted properties).
7. Members will recall that a pilot of the survey would be carried out with leaseholders on Golden Lane, in order to gauge how useful it might be for the survey to be carried out with all the City's home-owners. A sample of leaseholders on the Golden Lane estate were written to, with visits set to begin in the week commencing 1st April 2019.
8. The trial leaseholder survey focussed largely on fire safety issues and any assistance that individual residents may need in an emergency requiring evacuation. Two blocks, Hatfield House and Bowater House, were chosen for the pilot. The 50 leaseholders in these two blocks were written to with an appointment for the survey and the option to re-book at a more convenient time or date.
9. The results were:
 - 56% (28) of the leaseholders invited to take part in the survey did not attend the appointments or contact the visiting team to cancel or re-schedule the appointments
 - Six (12%) of the leaseholders invited to take part in the survey cancelled the appointment made and stated they did not want to participate in the survey
 - Sixteen leaseholders (32%) completed the survey
10. Officers believe that a different approach to surveying leaseholders may be required, given the different nature of the relationship between the City and its homeowners (when compared with tenants). Officers will consider ways of providing useful fire safety information to leaseholders and ascertaining any relevant information about support needs or vulnerabilities, outside this project.

Officers were also mindful that the funding for this project was due to finish at the end of April 2019.

11. The data gathered as part of the Tenancy Visits Project is now being analysed and officers intend to provide Members with a more detailed report on the project's findings in July 2019.

Corporate & Strategic Implications

10. The tenancy visit programme is a key objective in the Housing & Neighbourhoods division business plan and contributes to the delivery of Strategic Priority 4 - *Supporting homes and communities: Developing strong neighbourhoods and ensuring people have a decent place to live.*

Appendices

- None

Background Papers

Tenancy Visits Project Update, Housing Management and Almshouses Sub-Committee:

- 23 July 2018
- 24 September 2018
- 27 November 2018
- 21 January 2019
- 26 March 2019

Dean Robinson

Project Manager

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Committee: Housing Management & Almshouses Sub-Committee	Dated: 16/05/2019
Subject: Housing Estates – Allocated Members’ Report	Public
Report of: Director of Community & Children’s Services	For Information
Report authors: Sonia Marquis, Area Manager (North) Wendy Giaccaglia, Area Manager (South)	

Summary

This report provides an update for the Committee on events and activities on the City of London Corporation’s social housing estates.

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.

Recommendation

Members are asked to:

- note the report.

Main Report

Background

1. 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. This report is presented to the Housing Management Sub-Committee twice a year.

General Estate Matters

2. There have been several staff patch changes in the Estate Management team since the last Allocated Members Report. The Estate Manager at Avondale Square, Shaun Thurston, left the City of London in December 2018. This position was filled by Marie Rene in February 2019. The Estate Manager at York Way and Holloway Estates, Greg Nott, is on secondment as Project Manager working on the Estates Standards Review. Greg’s substantive position is being covered temporarily by Abiola Ashiru.

3. Further changes have occurred to balance out workloads across our patches. The Estate Manager for Middlesex Street, Laurence Jones, has had his portfolio extended to include Dron House and Windsor House. The Southbank Estates and Sydenham Hill are now managed by Philip Ford, who joined City of London in November 2018.
4. The patch areas are due to be numbered from 1 to 6. Sonia Marquis is now the Area Manager responsible for estates north of the river, patches 1 to 3. Wendy Giaccaglia is the Area Manager responsible for estates south of the river, patches 4 to 6. Wendy remains as Area Manager for sheltered housing. Sonia and Wendy's job titles have changed to reflect this new responsibility and the "City and Fringes" and "Out-of-City" distinction is being phased out.
5. As mentioned, estate services are currently under review. The estate teams have been assisting Greg Nott in this project to improve and standardise the cleaning and grounds maintenance services across all Estates. A separate report on this project, and the progress it has made, will come to this Committee later in 2019.

Avondale Square Estate – Allocated Member, William Pimlott

6. I am pleased to inform Members that the new permanent Estate Manager, Marie Rene, joined us at the end of February 2019. It was an honour to visit the estate in April. I found the staff to be extremely dedicated and hardworking and appreciate the time they took to give me a tour of the Estate. I became aware of several challenges and issues the team are currently trying to tackle relating to anti-social behaviour, the play areas, and new developments proposed for the estate. I was encouraged to learn that there are on-going estate team meetings to support staff as they address these issues.
7. Marie introduced herself to residents at her first Open Meeting in April. In the short time since Marie has started, residents have noticed big improvements, and have given very positive feedback to Senior Management.
8. Representatives from CommComm, Filigree and Common Place were invited to the April Open Meeting to introduce themselves to residents. As we've been doing on other estates where development is planned, Avondale Square Estate residents were invited to share their visions for what they would like to see on their estate. The residents were told that further meetings and events will take place in the near future to start that consultation process.
9. Marie has been focussing on the cleaning standards on the estate and has greatly improved systems and processes in the estate office to give residents a better, faster service. In addition, she has staff working on several projects to improve services and ensure that the estate is managed efficiently.
10. There are a lot of building projects happening on the estate, from Decent Homes works in Harman Close, to the window overhaul project. The external redecoration programme is also underway, and residents are looking forward to the fresh new look of the outsides of their homes. Electrical testing on

tenanted flats is due to begin this summer.

11. On 6 April, Avondale Community Events (ACE) organised their annual Easter Egg Hunt, always a popular event. They held the Easter Bonnet contest and had an Easter egg roll on the grass. As always, the event was greatly enjoyed by families on the estate.

Harman Close – Allocated Member William Pimlott

12. Decent Homes work, including electrical rewiring and replacement of the heating system, has commenced at Harman Close. Although it is quite disruptive for residents in their bedsit properties, they are managing with staff support to pack and move their belongings temporarily. Two flats have been set aside for residents who are unable to remain in their homes while the work is undertaken. Residents whose homes have been refurbished are delighted with their new kitchens and bathrooms.

Small Estates (Isleden House and Windsor House) – Allocated Member, Peter Bennett

13. At Windsor House, the hall refurbishment went extremely well with only one small area of work to left to refresh. Estate staff held an Open Evening at Christmas, the residents who attended were pleased with the improvements to the hall.
14. A local nursery has made enquiries regarding daily use of the hall. Staff have engaged with the nursery to agree terms and conditions of use. Residents' views were sought on the hall's use for this purpose and they had no objections to the hall being used in such a way during school term times. This will bring in additional income and increase the use of the facility, which does not attract many bookings at present.
15. A resident's survey will be conducted shortly regarding use of the playground on the estate. The Estate team look forward to taking forward resident's preferences. The playground requires extensive repair, however as there are play facilities in the adjoining park, residents will be consulted on their need or wish for another play area on the estate.
16. From 1 April, Laurence Jones has taken over as the Estate Manager on a permanent basis, following a period in which Jacqueline Whitmore managed the estate on a temporary basis following the departure of the long-time Estate Manager, Angela Smith. Laurence is a long-term staff member who currently manages Middlesex Street Estate, Spitalfields and Dron House.
17. At Isleden House, the door entry system will shortly be replaced as it is nearing the end of its operational life and is in increasing need of repair.

18. Plans are progressing on the three proposed new flats at Isleden House. There was an initial delay while further investigations into the original foundations of the building were carried out, however it has been established that these are suitable to sustain the added properties. There are regular meetings with consultants, the project team and estate staff regarding this project, which will see three much-needed family-sized homes added to the estate (each with three bedrooms).
19. Little Angel Theatre “Crafternoon” sessions for children were awarded more funding which has enabled continued sessions. Each session has a different theme and is enthusiastically received by the children attending.
20. Regarding the estate management changes, Isleden House will continue to be managed by Jacqueline Whitmore (both sheltered and general needs housing, with the Scheme Manager assisting). Jacqueline has the extra capacity to continue managing Isleden House as she no longer has the responsibility of Mais House. This arrangement is intended to be simpler than the previous one, in which Isleden House had a general needs Estate Manager who was part-time, as well as full-time staff who managed the sheltered housing. General needs residents will now have better access to on-site staff.

Golden Lane Estate – Allocated Member, Barbara Newman, CBE

21. Michelle Warman continues to meet Cripplegate Ward Members on a monthly basis, along with Jason Hayes, Head of Major Projects, to discuss matters affecting Golden Lane Estate. A comprehensive update of the several projects currently on the go at Golden Lane has become a regular feature of the meetings.
22. Fellow Members will be pleased to note that concrete repairs to the blocks are now completed. The project team has been applying several finishes to the site to match, as best they can, the surrounding areas. The team are hoping to meet with Planning Officers shortly to sign off the project.
23. I am happy to report that the Decent Homes project went very well with high levels of customer satisfaction reported.
24. The Estate Walkabout in February 2019 was well- attended by fellow Members and residents. Jason Hayes gave a detailed visual explanation of the concrete repairs. We also viewed an empty property, and an explanation was given on how the new heating system will operate. Fellow Members commented on how much they appreciated the Walkabout, and found it helpful to see first-hand many of the issues discussed at meetings.
25. I am encouraged by how well the teams can accommodate and successfully progress the other projects including fire doors at Great Arthur House, the water tanks overhaul, electrical testing and smoke alarm installations. Officers faced some difficult challenges gaining internal access to several properties. A working party of residents and officers has been set up to look at the design

and practical function of the proposed new windows, the objective being to procure energy efficient windows that are easy to operate, and clean inside and out.

26. The COLPAI Project is progressing. A new schedule of meetings and Drop - in Sessions have been arranged by the communications team, these are due to take place on a monthly basis.
27. The estate team's quarterly drop-in meetings are still planned throughout the year, although I note attendance from residents has dropped slightly. However, a range of dedicated officers and partners attended the most recent meeting to address residents' concerns including Property Services, the Home Ownership Team, Police, Parkguard and WDP (a drug and alcohol misuse outreach service)

Holloway & York Way Estates – Allocated Member, Mary Durcan

28. In November 2018, I had the opportunity to join the team for the estate walkabouts which, although not well-attended by residents, gave the Estate Manager a chance to discuss how the estates are coming along and especially see how the redecorations to the York Way estate are having a wonderful impact. The area is looking a lot brighter and cleaner because of it.
29. As well as the redecorations on York Way, there have been additional areas targeted for improvement. These are the external lighting on the buildings, and the refuse areas, which now have fantastic new doors providing much improvement in the look and cleanliness of the estate overall.
30. Holloway Estate has also seen its own lighting upgraded, which has been carried out as part of the communal rewire project. This project was completed at the end of March 2019.
31. There has been a new recruit on York Way, with the introduction of Andrew Rasberry. Andrew is the new Porter/Cleaner/Gardener and has been brought in with a view to improving the external and green areas of the estate. He has a keen interest in gardening and is focused on involving the community in planting and brightening up the estate.
32. In January I took the time to do a return visit to the Holloway Estate, this time accompanied by Assistant Director for Barbican and Property Services, Paul Murtagh, and Estate Manager (at the time), Greg Nott. During November's walkabout there were several maintenance issues that stood out which I wanted to discuss with Paul to see how they could be addressed. It was agreed that some redecorating of external areas is required, and the windows needed replacement. Paul was able to confirm that this was already in the pipeline and some remedial works to the paintwork on the external bin doors and railings could be carried out in the meantime.

**Middlesex Street Estate, Dron House and Spitalfields - Allocated Member,
Deputy Henry Jones**

33. I am happy to report to Members that, after five months based at the Portsoken Community Centre, the estate team has now returned to their newly-refurbished office on the ground floor of Artizan Street Library. The process of moving back went smoothly. Residents have welcomed having the estate team in close proximity again, with staff now able to see residents more easily. The new office has its own private interview facilities and leads straight off reception, an improvement on the old office.
34. The Christmas event was well attended despite it being one of the coldest days of the year. Father Christmas was on hand to give out presents and add some warmth to the occasion. We are hoping to have another estate event in the summer months.
35. The conversion of the top floor (podium level) of the shops, and the old porters' mess room, into ten new homes, is nearing completion. The converted properties will soon be handed over to the City of London for allocation. These flats will provide much-needed homes for at least 10 households on our register and will go towards meeting our housing objectives.
36. The concrete repairs project has just come to an end and the lift refurbishment project has now commenced. All six lifts across the estate are being replaced. The estate office and the project team are working with residents to ensure disruption is kept to a minimum. Residents are being kept updated through regular newsletters and bulletins.
37. There are many other projects which will shortly be commencing on Middlesex Street Estate. These include the replacement of the emergency generator, and the balcony windows and doors within the Tower. Staff will work with residents to ensure any particular needs are taken into consideration during this work.
38. The landscaping project to enhance the area of Artizan Street outside Petticoat Tower is now complete. The full transformation will be more evident when flowers are in full bloom during the summer months.
39. At Dron House, the residents' Christmas party was a great success with many residents attending the gathering at the estate's small Community Centre.
40. The renewal of the kitchens and bathrooms under the Decent Homes programme is now complete.
41. The door entry system is due to be replaced. We anticipate that this project will commence early in the Summer.

42. At Spitalfields there was a recent project to re-number the properties at 17 Lamb Street, to make the numbering system clearer and more logical.
43. The Relationship between the Estate management team and the management company is developing in order to improve the service to the residents.
44. Tenancy checks have been completed at Spitalfields as part of the Tenancy Visits Project.

Southbank Estates – Allocated Members, Randall Anderson and Mark Wheatley (Sumner Buildings)

45. Philip Ford recently started in the role as Estate Manager and is settling in well. We thank Juan Munoz-Garrido for stepping up while recruitment took place; he has now returned to his position as Senior Resident Estate Officer.
46. The new post of Customer Service Officer for the Southbank Estates and Sydenham Hill has been recruited; Kelly Edwards joined the team at the end of April. Kelly was one of the Visiting Officers who took part in the Tenancy Visits Project, so she is already quite familiar with our estates and the residents she will work with. This new post will enable the team to extend the estate office's opening hours and allow residents to contact them more easily throughout the day. This new post will also mean that the Estate Officers can spend more time attending to their duties on the estates.
47. The fibre broadband rollout continues on the estates, with Pakeman House now receiving a super-fast broadband service, which is greatly appreciated by residents.
48. Decent Homes works are now complete on the estates, and residents have been informed of forthcoming electrical testing works.
49. In February, the first Resident Steering Group meeting for development proposals at Sumner Buildings was held, with constructive feedback from residents being obtained for the project team to take forward.
50. Works are ongoing to the roof of Blake House on William Blake Estate to improve the integrity and safety of the useable roof space. The works are due to finish in late Spring.
51. Residents of Collinson Court and Great Suffolk Street have been busy holding both a Pancake/Mardi Gras festival outside Collinson Court and starting up a gardening club. Both events are well-received by all.

Sydenham Hill Estate – Allocated Member, Susan Pearson

52. Consultation for the redevelopment of the Mais House site is well underway, there have been very active and constructive Resident Steering Group

meetings with the City, and our partners, to help shape the delivery of much-needed homes on the site.

Background Papers

This report was compiled in consultation with the Allocated Members, managers and staff of the City of London's housing estates.

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Committee: Housing Management & Almshouses Sub-Committee	Dated: 16/05/2019
Subject: City of London Almshouses Update	Public
Report of: Director of Community & Children's Services	For Information
Report author: Jacqueline Whitmore, Sheltered Housing Manager	

Summary

This report gives Members an information update on the City of London Almshouses, in Lambeth. Some of the information in the report also relates to the eight Gresham Almshouses on the estate.

Recommendation

Members are asked to:

- note the report.

Main Report

Background

1. This report is presented to alternate meetings of the Housing Management and Almshouses Sub-Committee, it updates Members on operational matters relating to the Almshouses and their residents.

Current Position

Waiting List

2. There are currently five vacancies due to unexpected moves and a death. Officers intend to "hold" one ground floor property for respite support to residents when the renovation work starts in the new year, as there may be a need to temporarily move a resident during the works. There are several applications in process which officers will submit for approval to fill the current voids.

Social activities

3. Residents were very pleased to meet with the Trustees at the Christmas hamper delivery event on 7th December 2018. Residents were delighted with their hampers, for which they send thanks to Trustees again this year. There were a few hampers left over, which were raffled off for charity, raising over £150.

Residents' financial status

4. Officers are required to carry out a review to ensure that residents still meet the agreed eligibility criteria for occupation of the almshouses. This review will commence in May 2019 and details will be reported to the Trustees' meeting on 22nd July 2019.

Cat Survey

5. At the request of Gresham Trustees, officers will complete a survey in May to gauge resident interest in having up to two indoor cats. This follows a similar exercise in 2017. There are well-documented positive outcomes for older people who can keep a pet, however officers have considerable concerns relating to care of cats, especially when residents are no longer able to care for themselves and require support from registered care workers to remain living in their homes.
6. The care workers are not permitted to care for pets as part of their support role. In the 2017 survey, only 17 out of 50 residents responded, and the outcome was nine against and eight in favour. Due to the low response rate it was considered appropriate to survey residents again. Officers will report to Trustees at the next Committee meeting.

Jacqueline Whitmore
Sheltered Housing Manager

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Committees:	Dates:
Corporate Projects Board Projects Sub Housing Management and Almshouses Sub	29 March 2019 24 April 2019 16 May 2019
Subject: City of London Housing Estates Play and Ball Games Areas Refurbishment Unique Project Identifier: TBA	Gateway 1-4 Project Proposal & Options Appraisal Regular
Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald	For Decision
<h1>PUBLIC</h1>	

Recommendations

1. Approval track, next steps and requested decisions	<p>Project Description: To carry out full replacement of play facilities at six identified sites across the City of London's housing estates.</p> <p>Next Gateway: Gateway 5, authorisation to start works</p> <p>Next Steps: Seek tenders for project work related to the above (and order necessary repairs that are not subject to the project process).</p> <ol style="list-style-type: none"> 1. Draft employer's regulations to enable procurement. 2. Ask City Procurement to carry out procurement exercises 3. Analyse tenders. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budgets of £30,200 are approved for staff costs (£6,050) and fees (£24,150) to reach the next Gateway; 2. Note the total estimated cost of the project at a budget of £271,700 (excluding risk); 3. That Option One (for replacement of facilities) is approved. 4. Note (for information) attached risk register (Appendix 3).
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2. Resource requirements to reach next Gateway	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff Costs</td><td>To take project forward</td><td>Housing Revenue Account</td><td>£6,050</td></tr><tr><td>Fees</td><td>To take project forward, seeking advice on equipment and standards</td><td>Housing Revenue Account</td><td>£24,150</td></tr><tr><td>Total</td><td></td><td></td><td>£30,200</td></tr></table>				Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	To take project forward	Housing Revenue Account	£6,050	Fees	To take project forward, seeking advice on equipment and standards	Housing Revenue Account	£24,150	Total			£30,200
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	Fees	To take project forward, seeking advice on equipment and standards	Housing Revenue Account	£24,150																
	Total			£30,200																
Costed Risk Provision requested for this Gateway: £0 (To be requested at Gateway 5, if necessary, as detailed in the Risk Register – Appendix 3)																				
3. Governance arrangements	<ul style="list-style-type: none">• The project will be monitored by the Housing Programme Board, on behalf of the Department of Community and Children’s Services• Paul Murtagh, Assistant Director of Barbican Estate and Property Services is the senior reporting officer. Lochlan MacDonald, Asset Programme Manager within the Department of Community and Children’s Services will be responsible for getting this project to Gateway 5, where responsibility will then switch to the appropriate Project Manager to deliver the project.• As this project is being monitored by the Housing Programme Board, a dedicated project board is not necessary in this instance.																			

Project Summary

4. Context	<ol style="list-style-type: none"> 1. Following health and safety concerns raised about the condition of the play and ball games areas situated on the City's housing estates, the Department of Community and Children's Services commissioned a specialist company to carry out an inspection of all such areas, to inform on the priorities of works required. 2. A summary of the inspections' main conclusions is attached (appendix 2). 3. The list has detailed:
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	<ul style="list-style-type: none">• Where specific play and ball games areas require immediate replacement due to a majority of the facilities not reaching required standards or being beyond economical repair.• Specific pieces of equipment that require immediate repair or replacement.• Specific pieces of equipment that are expected to require repair/replacement within the foreseeable future.• The estates where full replacement is required need to be addressed as soon as possible and it makes sense to do these together. One estate that is required in a year's time has also been added to as to do this in isolation would be more expensive and not benefit from economies of scale.							
5. Brief description of project	<div><div><div>1. The works being considered are:</div><div><ul style="list-style-type: none">• Carry out full replacement of play and ball games areas at seven sites identified as priorities as follows:</div></div><table><tr><td>Avondale Ball Games Area , SE1</td></tr><tr><td>Avondale Green Play area, SE1</td></tr><tr><td>Avondale House Play Area, SE1</td></tr><tr><td>Avondale -Eric Wikins House Play Area, SE1</td></tr><tr><td>Middlesex Street Play Area, E1</td></tr><tr><td>Windsor House Play Area, N1</td></tr><tr><td>York Way Play Area, N7</td></tr></table><div><ul style="list-style-type: none">• Appoint contractors to carry out the immediately required repairs on, or replace, specific individual equipment and facilities or address these through response repairs.• Likely future repairs will be picked up under the annual playground inspection regime and addressed via the response repair system.</div><div><div>2. These works are required to address serious health and safety matters identified at play areas, and ensure facilities meet necessary standards.</div><div>3. They are also required in order to provide residents and their families with decent, modern recreational facilities.</div></div></div>	Avondale Ball Games Area , SE1	Avondale Green Play area, SE1	Avondale House Play Area, SE1	Avondale -Eric Wikins House Play Area, SE1	Middlesex Street Play Area, E1	Windsor House Play Area, N1	York Way Play Area, N7
Avondale Ball Games Area , SE1								
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Avondale House Play Area, SE1								
Avondale -Eric Wikins House Play Area, SE1								
Middlesex Street Play Area, E1								
Windsor House Play Area, N1								
York Way Play Area, N7								
6. Consequences if project not approved	<div><div>1. The play and ball games areas will continue to degrade, and could, if not addressed, lead to injury and harm of residents and visitors' children who use these.</div><div>2. Injuries sustained whilst using equipment that is not up to standard my lead to litigation against the City, causing reputational damage and payments to injured parties.</div><div>3. If the issues of disrepair are not addressed, the identified play areas will need to be closed, to prevent potential</div></div>							

	<p>injury. As several of the areas are not securely enclosed, this would mean that equipment would need removal anyway and incur significant costs to make good.</p> <p>4. The City has a responsibility to provide residents and their children with decent facilities for play and recreation and this obligation is not being fully met at present.</p>
7. SMART project objectives	<p>Specific – To improve the play areas on our housing estates to encourage children to play and exercise.</p> <p>Achievable – By providing facilities, the City is actively encouraging their usage.</p> <p>Realistic- A reduction in the number of items reported each year under the ROSPA annual inspections.</p> <p>Time Based – The current state of the play areas require immediate attention and the proposed project and other works (to be taken outside of the gateway process) will enable issues to be tackled immediately and all works completed by December 2020.</p>
8. Key benefits	<ul style="list-style-type: none"> • Improve the health, well-being and education of residents' children by providing stimulating play facilities. • Meet the City's statutory duties in terms of providing safe and well-maintained facilities. • Reduce the risk of injury to our residents' children when using facilities provided by the City of London. • Reduce the risk of litigation against the City from parents whose children may get injured using sub-standard equipment. • A reduction in the amount of repairs required to play areas and a consequent reduction in the costs of such maintenance. • An improvement in the appearance of our estates by replacing old worn equipment with new modern facilities.
9. Project category	<p>1. Health and safety</p> <p>7a. Asset Enhancement/Improvement (Capital)</p>
10. Project priority	A. Essential
11. Notable exclusions	<ul style="list-style-type: none"> • All City of London estates that do not have play facilities • City of London Estates where play facilities require no or delayed action.

Options Appraisal

12. Overview of options	<p><u>Areas requiring full replacement:</u></p> <ol style="list-style-type: none"> 1. Full scale replacement of all facilities within designated defined areas. This is the recommended option. 2. Partial replacement of equipment via response repairs and removal of other equipment within play areas 3. Closure of identified play areas by removing all equipment.
13. Risk	<p>Overall project risk: High</p> <p><u>Areas requiring full replacement:</u></p> <ul style="list-style-type: none"> • That costs of works will be higher than anticipated. • That extra unforeseen works are required, resulting in extra funding being required. • Change in regulations post tender requiring different equipment to be specified. • Works could be delayed by bad weather. • Continued risk of injury to users of play equipment pending approval to proceed. <p><i>As per the attached risk register the estimated costs of potential risks are</i></p> <ul style="list-style-type: none"> • £108,675 • A costed risk provision is not being sought for these works at this point and the above are for information only. <p>Further information available within the Risk Register (Appendix 2) and Options Appraisal.</p>

Resource Implications

14. Total estimated cost	For recommended options: Total estimated cost (excluding risk): <ul style="list-style-type: none">• Replacement works: Option 1 - £271,700 Total estimated cost (including risk): <ul style="list-style-type: none">• Replacement works: Option 1 - £380,375							
15. Funding strategy	Is funding confirmed: All funding fully guaranteed	Who is providing funding: Internal - Funded wholly by City's own resource <i>Recommended option</i> <table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Replacement Works - HRA</td><td>£241,500</td></tr><tr><td>Staff Costs - HRA</td><td>£6,050</td></tr></table>	Funds/Sources of Funding	Cost (£)	Replacement Works - HRA	£241,500	Staff Costs - HRA	£6,050
Funds/Sources of Funding	Cost (£)							
Replacement Works - HRA	£241,500							
Staff Costs - HRA	£6,050							

	Fees - HRA	£241,150
	Estimated Project Total (excluding risk)	£271,700
	An appropriate proportion of the costs will be rechargeable to long leaseholders and an estimate of this will be provided at Gateway 5, once tenders are received and more exact costs known.	

Appendices

Appendix 1	Project Briefing
Appendix 2	List of Works
Appendix 3	Risk Register
Appendix 4	PT4

Contact

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Telephone Number	<u>020 7332 3939</u>

Options appraisal table. Areas requiring full replacement:

Delete option numbers as appropriate

	Option 1	Option 2	Option 3
1. Brief description	Full scale replacement of all facilities within designated defined areas.(RECOMMENDED).	Partial replacement of equipment via response repairs and removal of other equipment within play areas	Closure of identified play areas by removing all identified damaged equipment, via response repairs.
2. Scope and exclusions	<p>Scope: All Play areas defined as requiring replacement facilities immediately and within one year.</p> <p>Exclusions: Those play areas where specific pieces of equipment need replacement. Those play areas when no works are required City of London estates without play areas.</p>	<p>Scope: Specific facilities that require immediate replacement.</p> <p>Exclusions: Those play areas when no works are required City of London estates without play areas.</p>	<p>Scope: All Play areas defined as requiring immediate full replacement facilities.</p> <p>Exclusions: Those play areas where specific pieces of equipment need replacement. Those play areas when no works are required City of London estates without play areas.</p>
Project Planning			
3. Programme and key dates	<ul style="list-style-type: none"> Appoint Consultant to draft Employers Regulations – June 2019 	<ul style="list-style-type: none"> Raise necessary orders – May 2019 Works start – June 2019 	<ul style="list-style-type: none"> Raise Necessary orders – May 2019 Works start – June 2019

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<ul style="list-style-type: none"> • Pre tender long lessee consultation – June 2019 • Seek Design and Build tenders July/August 2019 • Analyse tenders - September 2019 • Post tender consultations – October 2019 • Let contract November 2019 • Start works – January 2020 • Complete works – December 2020 	<ul style="list-style-type: none"> • Complete works – December 2019 	<ul style="list-style-type: none"> • Complete works – December 2019
4. Risk implications	<p>Overall project option risk: High</p> <ul style="list-style-type: none"> • That costs of works may be higher than currently anticipated which may delay works whilst authorisation is sought • That extra unforeseen works are required, resulting in extra funding being required which may delay works whilst authorisation is sought • Change in regulations post tender meaning that regulations have to be changed. 	<p>Overall project option risk: Medium</p> <ul style="list-style-type: none"> • There is no certainty on cost for these works and prices could be higher than anticipated. • Residents may complain at loss of facilities. 	<p>Overall project option risk: Medium</p> <ul style="list-style-type: none"> • There is no certainty on cost for these works and prices could be higher than anticipated. • Residents may complain at loss of facilities.

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<ul style="list-style-type: none"> Continued risk of injury to users of play equipment pending approval to proceed, which could lead to litigation against the City Works could be held up by bad weather which will raise costs and delay completion. 		
5. Benefits	<ul style="list-style-type: none"> Provision of new modern facilities to replace old, potentially dangerous ones. Equipment will meet required health and safety standards. Provision of equipment will help promote play and exercise to youngsters, encouraging healthy lifestyles. Enhance the City's reputation as a good landlord and provider of facilities. Works will not put extra strain on response repairs budget, allowing more day to day repairs to be addressed. 	<ul style="list-style-type: none"> Works can be done immediately. Affected estates may continue to have some limited play facilities. Health and safety issues addressed Lower capital cost that replacement. 	<ul style="list-style-type: none"> Works can be done immediately. Affected estates may continue to have some limited play facilities. Health and safety issues addressed Lower capital cost that replacement

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<ul style="list-style-type: none"> Any proposals for any new equipment must take account of ensuring that facilities may be used by disabled children and so promote inclusion. 		
6. Disbenefits	<ul style="list-style-type: none"> Higher initial capital outlay. Project will take longer to complete. Leaseholders will be recharged for the works under the terms of their leases. 	<ul style="list-style-type: none"> Works will erode the response repairs budget, potentially delaying other required repairs through lack of budget. A reduction or complete loss of play facilities at the affected estates where equipment is removed and not replaced, leading to reputational damage to the City Older equipment that is repaired will still have an overall shorter life expectancy than new equipment and will still need replacement relatively sooner than if new equipment was provided. By not providing play equipment may be deemed to be in contravention of The Equality Act 2010, with 	<ul style="list-style-type: none"> Works will erode the response repairs budget, potentially delaying other required repairs through lack of budget. A reduction or complete loss of play facilities at the affected estates where equipment is removed and not replaced, leading to reputational damage to the City. Areas left redundant through removal of equipment may require further making good works. Areas that are closed but left in place will fall into further disrepair and spoil the appearance of the local areas. By not providing play equipment may be deemed to be in contravention of The

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
		particular reference to disabled children .	Equality Act 2010, with particular reference to disabled children.
7. Stakeholders and consultees	<ul style="list-style-type: none"> Residents Members City of London Staff. <p>A test of relevance has been undertaken and no equality impact assessment is deemed necessary for this option.</p>	<ul style="list-style-type: none"> Residents Members City of London Staff. <p>A test of relevance has been undertaken and no equality impact assessment is deemed necessary at this point. However, should this option be chosen, one will be required to determine impacts on disabled children.</p>	<ul style="list-style-type: none"> Residents Members City of London Staff. <p>A test of relevance has been undertaken and no equality impact assessment is deemed necessary at this point. However, should this option be chosen, one will be required to determine impacts on disabled children.</p>
Resource Implications			
8. Total estimated cost	<p>£271,700 (<i>Excluding risk</i>)</p> <ul style="list-style-type: none"> Actual Costs may vary depending on actual equipment chosen No costed risk is being requested in this instance. 	<p>£30,000</p> <ul style="list-style-type: none"> Estimated cost based on repairs that are possible and removal of equipment that is beyond repair. No costed risk is being requested in this instance. 	<p>£28,000</p> <ul style="list-style-type: none"> Estimated cost based on repairs that are possible and removal of equipment that is beyond repair. No costed risk is being requested in this instance.
9. Funding strategy	Housing Revenue Account	Housing Revenue Account	Housing Revenue Account

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
10. Estimated capital value/return	N/A	N/A	N/A
11. Ongoing revenue implications	<p>£15,500</p> <p>New equipment will be subject to the annual independent safety checks, estates inspection regime and any identification of required repairs. The above figure is an estimated cost of doing these across all sites</p>	<p>£15,500</p> <p>Repaired equipment will be subject to the annual independent safety checks, estates inspection regime and any identification of required repairs. The above figure is an estimated cost of doing these across all sites</p>	<p>£10,500</p> <p>Closed play areas will still be subject the annual independent safety checks. The above figure is an estimated cost of doing these across all sites</p>
12. Investment appraisal	The option is costed within the department's 30 year business plan for the Housing Revenue Account	N/A	N/A
13. Affordability	The works costs have been estimate and are to form part of the department's 30 year business plan for the Housing Revenue Account	Works undertaken under this option will be funded from budgets agreed for response repairs for the Housing Revenue Account.	Works undertaken under this option will be funded from budgets agreed for response repairs for the Housing Revenue Account.
14. Procurement strategy/Route to Market	Having taken advice from City procurement the recommendation for the approach to market is through a restricted tender process.	N/A	N/A

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
15. Legal implications	None.	Equality Act 2010, by not providing facilities for disabled children.	Equality Act 2010, by not providing facilities for disabled children.
16. Corporate property implications	<ul style="list-style-type: none"> It is important that the City's assets are maintained in good order and are safe and statutorily compliant. Action should be taken to ensure that assets remain safe, functional and compliant for their lifetime and are easy to maintain and repair when necessary. 	<ul style="list-style-type: none"> It is important that the City's assets are maintained in good order and are safe and statutorily compliant. If assets are not deemed to be safe, functional and compliant for their lifetime, they need either to be repaired or taken out of service. However, routine maintenance may still be necessary. 	<ul style="list-style-type: none"> If assets are not deemed to be safe, functional and compliant for their lifetime, they need either to be repaired or taken out of service. However, routine maintenance may still be necessary.
17. Traffic implications	<ul style="list-style-type: none"> Any local traffic implications will be discussed prior to works being agreed and going ahead. 	<ul style="list-style-type: none"> Any local traffic implications will be discussed prior to works being agreed and going ahead. 	<ul style="list-style-type: none"> Any local traffic implications will be discussed prior to works being agreed and going ahead.
18. Sustainability and energy implications	<ul style="list-style-type: none"> Disposal of any equipment will be as the City's policies, as stipulated in works agreements 	<ul style="list-style-type: none"> Disposal of any equipment will be as the City's policies, as stipulated in works agreements 	<ul style="list-style-type: none"> Disposal of any equipment will be as the City's policies, as stipulated in works agreements
19. IS implications	N/A	N/A	N/A
20. Equality Impact Assessment	<ul style="list-style-type: none"> An equality impact assessment will not be undertaken. 	<ul style="list-style-type: none"> An equality impact assessment will not be undertaken. 	<ul style="list-style-type: none"> An equality impact assessment will not be undertaken.

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<ul style="list-style-type: none"> A test of relevance has been undertaken and shown that a full equality impact assessment is not necessary for this option 	<ul style="list-style-type: none"> However, if this option is pursued it may then be necessary as this potentially disadvantages disabled children. 	<ul style="list-style-type: none"> However, if this option is pursued it may then be necessary as this potentially disadvantages disabled children.
21. Data Protection Impact Assessment	<ul style="list-style-type: none"> The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken. 	<ul style="list-style-type: none"> The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken 	<ul style="list-style-type: none"> The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken
22. Recommendation	Recommended	Not recommended	Not recommended

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	N/A	[1b] Departmental Reference Number	N/A
[2] Core Project Name	City of London Housing Estates Play and Ball Games Areas Refurbishment		
[3] Programme Affiliation (if applicable)	No		

Ownership	
[4] Chief Officer has signed off on this document	No
[5] Senior Responsible Officer	Paul Murtagh
[6] Project Manager	Lochlan MacDonald Not authorised to release costed risk provision (No CRP required at present)

Description and purpose					
[7] Project Description					
Complete replacement of equipment and facilities within specific play and ball games areas on some City of London residential estates, that are beyond repair and are potential safety hazards					
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?					
To ensure the safety of residents' children in up to date play and leisure facilities. Current facilities are beyond their useful life expectancy and are not fit for purpose.					
[9] What is the link to the City of London Corporate plan outcomes?					
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [3] People have equal opportunities to enrich their lives and those of others and reach their full potential. [4] Communities are cohesive and have suitable housing and facilities. [9] Our spaces are secure, resilient and well-maintained. [11] Our spaces are digitally and physically well-connected and responsive.					
[10] What is the link to the departmental business plan objectives?					
This is linked to the DCCS business plan objectives of <ul style="list-style-type: none"> • Safe- by providing safe and modern equipment; • Health and well-being - by providing facilities and encouraging participation in play and exercise • Communities – the facilities allow children and parents from across the estate to integrate and develop friendships and links. 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Yes	Member: Project developed from Member initiation	No	Corporate: Project developed as a large scale Corporate initiative	No
Mandatory:	Yes	Sustainability:	No	Improvement:	Yes

Compliance with legislation, policy and audit		Essential for business continuity		New opportunity/ idea that leads to improvement	
---	--	-----------------------------------	--	---	--

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
1) Increased usage by residents' children of refurbished play areas
2) Decrease in the amount of response repairs required on older equipment.
3) Improved annual ROSPA reports on condition of play areas
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
<ul style="list-style-type: none"> New equipment will require less repairs than older equipment, so will see a reduction in the amount spent on response repairs (although this will not be measurable until after the equipment has been installed and used for six months). The annual independent reports undertaken on these areas will report on the better condition of equipment and so require less remedial action.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £271,700 (excluding Risk) Upper Range estimate: £271,700 (excluding Risk)
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Unknown, but a regime of staff inspections, periodic third party inspections and annual safety reports, and any maintenance issues arising from these, will be undertaken for response repairs as required.
[16] What are the expected sources of funding for this project?
Housing Revenue Account (although external funding grants are also being investigated)
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: Start June 2019 – Finish December 2020 Upper Range estimate: Start June 2019 – Finish December 2020

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Capital Team
Chamberlains: Procurement	Officer Name: Michael Harrington
IT	Officer Name: None
HR	Officer Name: None
Communications	Officer Name: None
Corporate Property	Officer Name: Consultation Team
External	Kompan Ltd

<p>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</p> <p>Please note the Client supplier departments.</p> <p>Who will be the Officer responsible for the designing of the project?</p> <p>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</p>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: 5

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APPENDIX 2 - List of Play Areas

City Of London Play Areas
Kompan Findings Jan Feb 2019

Immediate Replacement Required	
Area	Estimated Cost
Ball Gamesa Area (MUGA)*	£69,000
Avondale Green Play area*	£29,900
Avondale House Play Area*	£11,500
Eric Wikins House Play Area*	28750
Middlesex Street Play Area*	£13,800
Windsor House Play Area*	£31,050

Replacement Required in one year

Area	Cost
York Way Play Area*	£57,500

Immediate Repairs needed

Area	Cost
Avondale Sunken Play Area	£6,000
Middlesex Street Ball Games	£10,000
Holloway Green Play Area	£4,000
Sumner Ball Court	£1,500
Sumner Play Area	£1,500
York Way Play Area	£1,500
Seddon House Ball Games	£11,000
Thomas More Lawn Play Area	£1,000

Repairs Required after 1 Year

Area	Cost
William Blake Play Area	£1,500.00
Speed House Lawn Play Area	£2,000.00

Repairs Required After 2-3 years

Area	Cost
Holloway Green	£15,000.00
Thomas More House Play area	£5,000.00

* Areas due for replacement under proposed project

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City of London: Projects Procedure Corporate Risks Register

Project name: *City of London Housing Estates Play and Ball Games Areas Refurbishment*

Unique project identifier: *PV12065*

Total est cost (exc risk) *£0*

Corporate Risk Matrix score table

PM's overall risk rating	0
Avg risk pre-mitigation	5.6
Avg risk post-mitigation	4.2
Red risks (open)	0
Amber risks (open)	2
Green risks (open)	3

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Estimated risk exposure

Estimated risk exposure (mitigated)

Total potential value of risk provision

Costed Risk Provision requested

£108,675.00	0%	Costed risk as % of total estimated cost of project
£108,675.00	0%	" "
£0.00	0%	" "
£6,037.50	0%	Mathematical reduction of risk exposure based on likelihood
£0.00	0%	" "
£0.00	0%	Unadjusted value of risk where costed risk provision requested
£0.00	0%	CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	2.0	£0.00	0	0	1
2	5.0	£108,675.00	0	1	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	12.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	4.0	£0.00	0	0	1

Issues (open)	0
All Issues	0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	City of London Housing Estates Play and Ball Games Areas Refurbishment	PM's overall risk rating:		CRP requested this gateway		Average unmitigated risk score	5.6	Open Risks	5
Unique project identifier:	PV12065	Total estimated cost (exc risk):	£ -	Total CRP used to date	£ -	Average mitigated risk score	4.2	Closed Risks	0

General risk classification										Mitigation actions								Ownership & Action									
ID Number (Officer discretion to how it is created)		In line with corporate classifications (1) Service Delivery/ Performance (2) Financial (3) Reputation (4) Legal/ Statutory (5) Safety/ Health (6) Objectives	The Officers specific description of the risk to the project (and potentially to the Corporation as a whole).	if the risk is realised and becomes an issue needing to be resolved. This could describe a mix of time and milestone movement. Officer hours, change to scope, quality, reputation or financial cost.	Likelihood Classification on the Officers judgment, previous experience or advice taken, of the risk occurring. On a 4-point scale from Rare to Likely.	of the risk should it be realised, measured on a 4-point scale from Minor to Extreme	calculated from the grid using (E) and (F)	the potential financial cost to resolve the risk in full should it occur. Estimated by the Officers judgment, from experience or advice taken. Some risks such as 'reputational damage' may be unquantifiable financially.	Not all risk estimations are comparable, some project elements may be more radical or novel with little basis for comparison within the Corporation. Officers have suggested noting this for Members and Senior Officers using a confidence mechanism, where risk owner give a confidence level in the risk item's description. (This would be expected to increase as the project progresses and	The actions or approach which could be taken to reduce or clarify the likelihood of a risk occurring or reduce/ change the severity of its impact should it occur. Mitigation could be to spend fees looking for asbestos or on early groundwork surveys, the results of which will further clarify the risks and could front-end particular actions in the project plan to prevent later expensive delays.	The cost of the risk mitigation works. Not all mitigation activities will have a cost associated with it.	Likelihood Classification the Officers judgment, previous experience or advice taken, of the risk occurring. On a 4 point scale from Rare to Likely.	Impact of the risk should it be realised, measured on a 4-point scale from Minor to Extreme	The revised 'costed impact' of a risk if realised following the mitigation activities.	calculate d from the grid using (E) and (F)				The department who would be responsible for the practical action to monitor and rectify the risk should it become an issue.]	The stakeholder who would be responsible for the practical action to monitor and rectify the risk should it become an issue. In practice this is not always the project manager,	If risk has occurred and moved to issues or is no longer relevant and closed	If there are any dependencies required to enable risk owner to take action	Free comment section				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification on pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Action dependencies	Comments			
R1	4	(2) Financial	That costs of works will be higher than estimated	Delay to project, further funding required	Possible	Serious	6	£60,375.00	N	B – Fairly Confident	Seek further money from committee	£0.00	Rare	Minor	£0.00	1	£0.00	No	01-Mar-19	Lochlan MacDonald	Lochlan MacDonald						
R2	4	(2) Financial	Once works start, further works not specified in tender will become apparent	Delays works, further funding required	Likely	Minor	4	£48,300.00	N	B – Fairly Confident	Seek further money from committee	£0.00	Possible	Minor	£0.00	3	£0.00	No	01-Mar-19	Lochlan MacDonald	Lochlan MacDonald						
R3	4	(1) Compliance/Regulatory	Regulations change on type of equipment being proposed	Delays works, more funding required	Rare	Serious	2	£0.00	N	B – Fairly Confident	Negotiate with contractor to find new equipment for comparable cost	£0.00	Rare	Minor	£0.00	1	£0.00	No	01-Mar-19	Lochlan MacDonald	Lochlan MacDonald						
R4	4	(10) Physical	Bad weather	Delays works	Likely	Minor	4	£0.00	N	A – Very Confident	Negotiate with contractor to adjust programme	£0.00	Likely	Minor	£0.00	4	£0.00	No	01-Mar-19	Lochlan MacDonald	Lochlan MacDonald						
R5	4	(5) H&S/Wellbeing	Risk of litigation from users hurt using equipment prior to replacement	Users hurt, Reputational damage, possible litigation and associated financial costs	Possible	Major	12	£0.00	N	B – Fairly Confident	Ensure all damaged non-compliant equipment is taken out of use (taped off, warning notices)	£0.00	Possible	Major	£0.00	12	£0.00	No	01-Mar-19	Lochlan MacDonald	Lochlan MacDonald						
R6								£0.00				£0.00			£0.00		£0.00										
R7								£0.00				£0.00			£0.00		£0.00										

PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

Introduction

Author:	Michael Harrington									
Project Title:	City of London Housing Estates Play and Ball Games Areas Refurbishment									
Summary of Goods or Services to be sourced										
To carry out refurbishment of seven play areas across City estates by replacing all equipment, surfacing and other facilities. The sites in question are:										
<table><tr><td>Avondale Multi Use Ball games Area</td></tr><tr><td>Avondale Green Play area</td></tr><tr><td>Avondale House Play Area</td></tr><tr><td>Eric Wilkins House Play Area</td></tr><tr><td>Middlesex Street Play Area</td></tr><tr><td>Windsor House Play Area</td></tr><tr><td>York Way Play Area</td></tr></table>				Avondale Multi Use Ball games Area	Avondale Green Play area	Avondale House Play Area	Eric Wilkins House Play Area	Middlesex Street Play Area	Windsor House Play Area	York Way Play Area
Avondale Multi Use Ball games Area										
Avondale Green Play area										
Avondale House Play Area										
Eric Wilkins House Play Area										
Middlesex Street Play Area										
Windsor House Play Area										
York Way Play Area										
A single contract will be awarded for delivery of 7 works packages across the separate estate valued at an overall estimated cost of £241,500.										
Contract Duration:	26 weeks	Contract Value:	£241,500							
Stakeholder information										
Project Lead & Contract Manager: Lochlan MacDonald	Category Manager: Michael Harrington		Lead Department: DCCS - Housing							
Other Contact		Department								
Lochlan MacDonald		DCCS - Housing								

Specification Overview

Summary of the Specification: Supply and install necessary equipment and surfacing to ensure play areas are safe and fit for purpose. The contractor will have some contractors' design responsibility in terms installation on a site by site basis.
Technical and Pricing evaluation ratio 60% (Technical) / 40% (Price)
Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped). N/A
Project Objectives: To replace facilities nearing the end of their useful lives which are dangerous to users To ensure resident safety; To preserve capital value of City Assets. To provide facilities which are decent and up to standard.

Customer Requirements

Target completion date	December 2020	Target Contract award date	November 2019.
Are there any time constraints which need to be taken into consideration? No time constraints, however, we need to ensure that we stay within timeframes of the Section 20 consultations.			
Efficiencies Target with supporting information			
New play equipment across our estates will require fewer repairs than older equipment.			

City of London Initiatives

How will the Project meet the City of London's Obligation to
Adhere to the Corporation Social Responsibility: Yes
Take into account the London Living Wage (LLW): Yes
Consideration for Small to Medium Enterprises (SME): Yes
Are there TUPE/Pension liabilities that need to be considered?
Other: None

Procurement Strategy Options

Option 1: Traditional – Client Led
Advantages to this Option: <ul style="list-style-type: none"> Employer's requirements produced by the City, but some design elements required from the supplier. Traditional method suits the approach in which this project relates to. Design Control with contractor.
Disadvantages to this Option: <ul style="list-style-type: none"> Design risk is passed to the contractor so may be limited scope for City to influence this More of a conformance specification as opposed to a fully completed design and can be amended.
Please highlight any possible risks associated with this option:
Option 2: Other – Delivery Partner
Advantages to this Option: <ul style="list-style-type: none"> Fully Managed service Issues that arise are dealt with the managing partner. The successful delivery and keeping programming risk is transferred from the City to the Supplier.
Disadvantages to this Option: <ul style="list-style-type: none"> Increased pricing due to additional management of the programme. Not dealing with the Supplier directly, a third party instead. Fail to agree on design/construction elements regarding responsibility or sharing specifications/drawings/reports could affect the delivery of the project.
Please highlight any possible risks associated with this option
Option 3: Design and Build
Advantages to this Option: <ul style="list-style-type: none"> Construction can start earlier, reducing the overall project delivery time. The employer only has one organisation to deal with - one point of responsibility The ability to novate the design team to the design and build contractor
Disadvantages to this Option: <ul style="list-style-type: none"> The employer may pay more if they ask the contractor to take on an unreasonably high level of risk due The quality may be compromised if the supplier does not follow specifications.
Please highlight any possible risks associated with this option: Issues with the design may delay the delivery of this project.

Procurement Strategy Recommendation

City Procurement team recommended option
Traditional – This option suites the door entry system refurbishment, the repetitive nature of the work, best fits with standard specifications provided by the City and design relevant to the Estates.

Procurement Route Options

Make v buy to be considered; also indicate any discarded or radical options

Option 1: Sub OJEU – Restricted Tender Process
Advantages to this Option: <ul style="list-style-type: none"> Focused on the suppliers specific to this expertise. Reduced number of suppliers.

Disadvantages to this Option:
<ul style="list-style-type: none"> Set rates could be assigned to the framework. A framework levy could be added to the final cost provided by the contractor. There are specialist requirements which mean the supplier may not be able to deliver this project.
Please highlight any possible risks associated with this option:
Option 2: Sub OJEU – Open Tender Process
Advantages to this Option:
<ul style="list-style-type: none"> Open to all suppliers, coving the market.
Disadvantages to this Option:
<ul style="list-style-type: none"> Resources could be strained because of the large number of suppliers received. Longer tender period to cater for all suppliers.
Please highlight any possible risks associated with this option: .
None

Procurement Route Recommendation

City Procurement team recommended option
<ul style="list-style-type: none"> Option 1 – Restricted Tender Process – In line with our procurement code.
Option 1: Lump sum fixed price
Advantages to this Option:
<ul style="list-style-type: none"> Gives the Client confidence in paying the one fee. Only required to raise one PO for the programme of works. Predictability in the price you receive and stick to overall.
Disadvantages to this Option:
<ul style="list-style-type: none"> Increased costs from the Fixed Priced supplier to factor in for risk.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project:
Does not provide a transparent mechanism for calculating cost adjustments.
Option 2: Fixed price - Schedule of Requirements
Advantages to this Option:
<ul style="list-style-type: none"> A fixed fee for different requirements, allows us to better budget future works depending on the requirement. The Schedule of rates is split up by size of flat and works required, allowing us better visibility on variations.
Disadvantages to this Option:
<ul style="list-style-type: none"> Additional resources are required to measure work and certify payments There is no real incentive for contractors to treat work with urgency as there may not be LAD's in place.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project:

Pricing Mechanism Recommendation

City Procurement team recommended option
Option 2: Fixed Price – Schedule of Rates – These rates will be based upon size of unit and the requirement, for each of the works required. Totally an amount at the end.

Form of Contract

Option 1: CoL Standard amendments to JCT
Advantages to this Option:
<ul style="list-style-type: none"> City amended terms to what is otherwise a standard industry form of contract. City amendments balance some risk back towards the contractor Project delivery team is familiar with managing contractors under this form of contract
Disadvantages to this Option:
<ul style="list-style-type: none"> Does not promote collaborative working. Not considered to be as balanced apportioning contractual risk as NEC3
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: JCT is a more reactive form of tender
Option 2: Other CC&S standard form – Not Applicable
Advantages to this Option:

<ul style="list-style-type: none"> • Can be signed underhand as opposed to as a deed. • Standard terms that suppliers who have worked with the City before, are used to the ways of execution.
Disadvantages to this Option: <ul style="list-style-type: none"> • More relevant for less complex works. • Limited to contract valued up to £450k.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: More complex works may have a higher likely hood of dispute without the dispute resolution methods in the standard JCT with City amendments.

Form of Contract Recommendation

City Procurement team recommended option
Option 2: Module E. Due to the size of this project, it would be recommended in this case.

Sign Off

Date of Report:	03/12/2018
Reviewed By:	
Department:	
Reviewed By:	Michael Harrington
Department:	Chamberlain's Department

Committee: Housing Management and Almshouse Sub-Committee	Dated: 16/05/2019
Subject: Rents for Social Housing from 2020	Public
Report of: Director of Community and Children's Services	For Information
Report author: Marcus Roberts, Head of Strategy and Performance Liam Gillespie, Head of Housing Management	

Summary

The government has published its response to a Ministry of Housing, Communities and Local Government (MHCLG) consultation on the regulation of social housing rents from 1 April 2020 onwards. Since 2016 there has been a requirement for social housing rents to be reduced at a rate of 1% annually. From April 2020, registered providers will be permitted to increase rents up to the Consumer Price Index (CPI) plus 1% each year for a period of at least five years.

Recommendations

Members are asked to:

- Note the report

Main Report

Background

1. Since April 2016, the Welfare Reform and Work Act 2016 has required social landlords to reduce their rents by 1% each year (the 'social rent reduction'). This has applied to both social rent and affordable rent properties. With the transition to Universal Credit, it is no longer considered appropriate to regulate rents through welfare laws. Instead, the Regulator of Social Housing will be directed by MHCLG to set a new standard on rent for registered providers, including local authorities.
2. The Government argues that this will enable it to control the welfare costs of social rents and protect the interests of social housing tenants who pay their own rent, while also providing a means to help ensure that providers have enough income to manage and maintain their properties and build new homes.

3. The Government intends to permit registered providers to increase rents by CPI + 1% annually for five years from 2020. Landlords will have the discretion to apply a smaller (or no) increase depending on local circumstances. There is also a process for seeking an exemption from the Secretary of State, but only where applying the government's rent policy would cause a local authority to suffer unavoidable and serious financial difficulty.

Implications for the City

4. Our expectation is that the City of London Corporation will wish to increase its social housing rents up to the CPI + 1% limit in 2020-21, and in subsequent years. We estimate that this will increase our income from social rents due to the Housing Revenue Account by approximately £290,000 in 2020-21 (based on the current CPI rate), which will help to fund our housing development programme, major works to renew current housing stock and the installation of enhanced fire safety protection in residential blocks.
5. Particularly following several years where rents have decreased, the City Corporation will also need to consider how it prepares tenants for rent increases and communicates these changes to them, with an emphasis on the opportunities to invest increased HRA revenue in improvements and developments that benefit them.
6. The City currently has a well-established procedure for rent setting, which delegates authority to officers, and is overseen by the Rents Manager. Officers are due to draft a new Rents Policy, which will outline the approach taken to annual rent reviews. This policy will also cover how rent management is scrutinised by this Sub-Committee and pave the way for more regular reports on rent management and income collection performance to be presented to Members.
7. Members will also be asked to consider the current arrangements for rent reviews and delegated authority for rent-setting, which are due for review.

Conclusion

8. The final compulsory 1% annual rent reduction for social housing tenants takes place in 2019/20. From 2020/21, the government will allow social housing providers to increase rents by CPI+ 1% annually for at least five years.
9. With increased pressure on the Housing Revenue Account and a significant programme of major works underway, the ability to increase rental income by a modest amount will increase income to the HRA and help to pay for maintenance of our estates and the delivery of services to residents.

Appendices

- None

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Committees:	Dates:
Housing Management & Almshouses Sub-Committee	16 May 2019
Subject: Housing Delivery Programme – Housing Design Guide	Public
Report of: Director of Community and Children’s Services	For Information
Report author Michael Gwyther-Jones Department of Community & Children’s Services	

Summary

This report provides Members with information relating to the City of London Corporation’s (the Corporation) commitment to ensure that all new social housing delivered by the Corporation, is undertaken in compliance with a consistent Housing Design Standard. The guidance will inform new housing developments of local expectations such as a preference for particular mechanical and electrical services or lift installations ensuring synergy and efficiency of long-term maintenance strategies. The purpose is also to set out the employer’s requirements for a range of issues such as, space standards, fire strategy, energy and carbon management, accessibility; environment and biodiversity, sustainability; security, Building Information Modelling (BIM), Key Performance Indicators and warranties.

The Housing Design Guide (HDG) will be used to procure both design services and contractors, forming the basis of a generic employer’s requirement for Housing Design Standards and will be adaptable to the full range of projects which may consist of small clusters of new build, through to large scale estate regeneration.

Recommendations

The Committee is asked to:

1. Note the approach being taken regarding the ‘Housing Design Guide’ and authorise the specific requirements in connection with Fire Strategy, LABC Warranty, Secured by Design and Accessibility.

Main Report

Background

2. The Corporation aspires to deliver good quality housing which meets recognised standards of design and construction, which can be benchmarked against current good practice. The HDG will establish consistent standards and reinforce the design methodology and recognised practice needed to achieve this standard. It is envisaged that the HDG will include typical plans, illustrations and good practice templates for site analysis. It is also critical that the best protocol in achieving effective and meaningful resident and stakeholder engagement is common practice in supporting the delivery of these new homes. The rationale to achieve high standards of design and good practice will be clearly articulated in the HDG.
3. A good deal of political attention is currently focused on the need to increase the rate of house building and particularly affordable housing. However, alongside this aspiration there are growing concerns about the quality of the new homes. There have been many reported cases where new home owners are struggling to achieve a satisfactory resolution when multiple defects are reported to builders.

Fire Strategy

4. Fire integrity and fire detection is a high priority for social housing provision. Drivers for this are not only the recent events, but also changes to existing legislation and guidance to maintain safer housing for the community. Although changes are under consideration, there is a need to exceed current guidelines beyond the scope of the Fire Safety Reform and the LACORS Fire Safety Guide for blocks of flats. Consultation with local fire services is important to ensure a buy in from all participants should a serious event occur. Compartmentation, early warning and where necessary, suppression need to be considered in every design proposal.
5. Some key design principles which will be incorporated into the HDG include the following:
 - All new apartment blocks will be provided with automatic fire suppression installations (sprinklers) irrespective of the height of the development.
 - LD1 Fire Alarm System will be required - a system installed throughout the dwelling, incorporating detectors in all circulation spaces that form part of the escape routes from the dwelling, and in all rooms and areas in which fire might start, other than toilets, bathrooms and shower rooms.
 - Fire suppression and fire compartmentation will be 3rd party accredited

- The external fabric of the development will be non-combustible.
- Provision of fire escape stairs and lifts will be compliant with current Building Regulations.

LABC Warranty

6. The HDG will require all our new housing developments to be provided with suitable LABC warranty. This is consistent with best practice and advice obtained from the COL District Surveyor and the COL Insurance and Risk Manager.
7. The LABC warranty is an appropriate product for the property owner, and LABC Building Control, such as the Corporation's District Surveyor, can carry out the building control function rather than an external Approved Inspector. LABC warranty relies on Local Authority Building Control inspections to ensure the work is of a high standard.
8. Using the LABC has advantages to the Corporation including:
 - The District Surveyors are LABC members, so the building control work comes to the Department of Built Environment and the Corporation benefits from the fee income.
 - Plan checking, and site inspection works tend to be more rigorous by the District Surveyors than an Approved Inspector, therefore the project should be built to approved plans, reducing construction costs and wasted time having to rectify non-compliant works.
 - The District Surveyor is committed to ensuring projects are fully compliant and will resource the project accordingly.
9. It is noted that a feature of the warranty is a rigorous inspection and compliance regime which will be applied. LABC requires a system of thorough checks and standards that go beyond basic compliance with building regulations and mitigate the risk of future losses and claims e.g. a higher specification of tanking and waterproofing will mitigate future water ingress and subsequent property claims occurring.
10. The strategy adopted requires all our new housing developments to be provided with suitable LABC Warranty, which is consistent with best practice and advice obtained from the COL District Surveyor and the COL Insurance and Risk Manager.

Secured by Design

11. The HDG will state that all new housing developments must be designed to satisfy 'Secured by Design' standards. The external environment must offer security to its end users both in reality and perception. For the safety and long-term security of residents and visitors to any development, all requirements for emergency service access and maintenance access must be compliant with current policy, legal obligations and best practice.

12. Secured by Design principles for the design of the external environment in public, communal and private areas will be demonstrated. Housing developments will be required to comply with Secured by Design principles, but certification will not be mandatory.

Access & Equality

13. The guidance provided within the HDG will support the provision of flexible and accessible developments which are adaptable over the life of a building. New housing should support family life in the flexibility of homes built with easily accessible, built in, long-term adaptability to suit growing and aging families or new owners and tenants. New dwellings must be accessible to the widest possible range of people at all stages of life, including disabled and older people. The HDG should support the development of well-connected, walkable neighbourhoods which provide a choice of homes and accessible infrastructure, services and supporting uses and facilities in order to enhance health and wellbeing, social inclusion and community cohesion.
14. Reference will be made to revised Part M (4) to the Building Regulations, Categories 1 to 3, encompassing 'accessible adaptable' and 'wheelchair accessible' homes, along with technical support from the replaced Lifetime Homes Guide. Reference should also be given to the Equalities Act 2010, which imposes a range of duties relevant to the planning and building control processes, also the public-sector equality duty (PSED), which requires public bodies and those performing public functions to have due regard to the need to advance equality for, among others, disabled people.

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Committee	Dated:
Housing Management & Almshouses Sub Committee	16 May 2019
Subject: Housing Major Works Programme – Progress Report	Public
Report of: Director of Community & Children’s Services	For Information
Report authors: Paul Murtagh Assistant Director Barbican & Property Services	

Summary

The purpose of this report is to update Members on the progress that has been made with the Housing Major Works Programme and to advise Members on issues affecting progress on individual schemes.

Recommendation

Members are asked to note the report.

Main Report

Background

1. At its meeting on 27 November 2017, the Housing Management & Almshouses Sub-Committee received a presentation from officers in Housing Property Services on the scope of, and progress with, the Housing Major Works Programme. Members subsequently agreed that it would be useful if further updates and progress reports be brought to future meetings of this Sub-Committee.
2. The first update and progress report was presented to this Sub-Committee at its meeting on 12 February 2018. This eighth update report highlights specific areas of ‘slippage’ or ‘acceleration’ since the last meeting of the Sub-Committee on 26 March 2019 as well as, progress against the programme as originally reported in November 2017.

Considerations

3. The City of London Corporation (City Corporation) is committed to investing around £55million on a Major Works Programme for the maintenance, refurbishment and improvement of its social housing portfolio. The works, in the main comprise:
 - Window replacements;
 - Re-roofing;

- Decent Homes (new kitchens and bathrooms);
 - Electrical rewiring and upgrades;
 - Heating replacements;
 - Concrete repairs.
4. The funding for these extensive works, which are intended to bring all the City Corporation's social housing stock up to, and beyond, the Decent Homes Standard, comes from the Housing Revenue Account (HRA), which is ring-fenced solely for housing. The HRA is made up of:
- Income from rents;
 - Income from service charges.
5. The Housing Major Works Programme was originally intended to be a 5-year programme however, the size and complexity of some of the projects included, along with initial staff resourcing issues, has meant that it is more likely to take 7 or 8 years to complete.
6. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
- Gateway Process;
 - DCCS Committee;
 - Projects Sub-Committee;
 - Housing Management & Almshouses Sub-Committee (recent addition);
 - Housing Programme Board.
7. The Housing Programme Board (HPB) is a cross-departmental group, chaired by the Director of Community & Children's Services and comprising senior officers from:
- Housing Management;
 - Housing Property Services;
 - City Surveyors;
 - Planning;
 - Finance;
 - Town Clerks;
 - City Procurement.
8. For the purpose of the HPB, officers have developed detailed report templates that show progress of the various works programmes and these are analysed and discussed monthly. At its meeting on 27 November 2017, following a presentation from officers in Housing Property Services on the scope of, and progress with the Housing Major Works Programme, Members agreed that a simplified version of the progress reports be brought to future meetings of this Sub-Committee.
9. Attached at Appendix 1 to this report, for Members consideration, is the latest version of the progress report for the Housing Major Works Improvement Programme, which was submitted to the HPB at its meeting on 25 April 2019.

10. Members will note from the progress report at Appendix 1 that there has been little change to the status of the various projects since the last meeting of this Sub-Committee. Members are asked to specifically note the following updates:

H41: Great Arthur House – Front Door Replacement

Destructive testing of one of the front entrance doors at Great Arthur House was undertaken at the European test facility on 12 March 2019. The result was particularly concerning as, the door failed within 5 minutes of the test commencing.

As members will recall, permission was granted for the removal of an original door and replacement with a temporary 30-minute rated fire door. The new door included a secure by design locking system, intumescent and smoke seals and bore very close resemblance to the original. We have met on site with Planning Officers, reviewed the design of the replacement door with our Design Team and the door manufacturer. We expect to have a design ready for approval on 6 May 2019 subject to feedback from Planning Officers and incorporation of any amendments suggested. This will allow us to press on with the procurement process for the replacement of front entrance doors in Great Arthur House.

H24: Petticoat Tower Balcony Doors and Windows

The successful bidder has withdrawn its contract offer as a result of its refusal to agree to the City Corporation's standard contract terms and conditions. The revised programme which shows a four-month delay, is based on the potential award of the contract to the second placed bidder. However, should it not be possible to proceed with the second placed bidder and, further procurement is required, the project will be subject to a further delay.

As previously advised, this project had been subject to delay as a result of the refusal of the successful bidder to accept the City Corporation's standard contract terms and conditions. The contract has now been awarded to the second placed bidder, Durkan and, no further delays are anticipated.

H15: Cullum Welch – Concrete Repairs

The new, repeat procurement process has now been completed with approval granted for the appointment of Concrete Repairs Limited. The contracts are now being drawn up and these should be finalised by the end of May to allow a start on site in the summer.

H17: Golden Lane Heating (Phase 2 – Crescent House and Cullum Welch House)

As a result of the Grade II listed status and the Estate Management Guidelines, we had been waiting confirmation from Historic England as to whether they needed or wanted to be engaged with this project. We have recently received notification that Historic England does not wish to be involved and, the documents have been adjusted to reflect that. As such, there is a further delay on this project that is beyond our control. However, some of this delay may be recovered via a less

onerous route to LBC approval as Historic England does not require further involvement. The procurement of the Design Consultant is expected to be completed in June.

H40: Golden Lane Window Replacement

Following the completion of several surveys around the estate, we have subsequently met with planning officers and Building Control to discuss their specific requirements and involvement. We have also created and met with a Residents Working Party to share information and receive feedback from them. We also met with Historic England on 29 April.

With specific regard to Crescent House, which is a significant and complex project, we have recently received drawings from our specialist window contractor and commissioned a 'mock-up' of the windows. Initial 'mock ups' should start to come through towards the end of June. We have also submitted a sample of the original timber used in the manufacture of the windows to BM Trada to confirm its identity so it can be replicated in the new replacements.

We have now written the new Employers Requirements for the design team, which will go out as an OJEU compliant tender at the end of May. Part of the design team's remit will be to support the pilot installation so we can apply lessons learned to the works tender information. This is important to help inform residents on timescales but also leaseholders on cost plus any technical detail we are not aware of presently bearing in mind that the windows have been installed in 1962.

11. In addition to the above, there have been some notable success stories, and these are summarised below.

H5: Decent Homes (Phase II)

Works under this project have now all been completed, and the project has been delivered on time and below budget.

H14/H22: Golden Lane & Middlesex Street Concrete Testing and Repair

Works under this project have now all been completed and although, the Final Account has yet to be agreed, it is expected that the project has been delivered below budget.

H37: Holloway Estate Electrical Rewire (Landlords)

Works under this project have now all been completed, and the project has been delivered ahead of time (3 weeks) and below budget.

12. As Members will appreciate, there will always be problems with contracts and projects such as those contained within the Housing Major Works Programme. However, our own in-house team of Project Managers and Clerk of Works is allocated to each project to ensure that projects are properly managed, and the expectations of our tenants are met. Members will also appreciate that the

momentum of the Housing Major Works Programme has increased significantly, and good progress continues to be made.

Appendices

Appendix 1: Housing Major Works Programme Progress Report (May 2019)

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GOLDEN LANE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																							
						2017/18					2018/19					2019/20					2020/21								
						Q1		Q2		Q3	Q4		Q1		Q2	Q3	Q4		Q1		Q2	Q3	Q4		Q1		Q2	Q3	Q4
						A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
INVESTMENT PROGRAMME	H18	Great Arthur House - Replacement windows and cladding	£10,000,000+	£8,511,920	practical completion																								
	H21	Lift Refurbishment	£1,300,000	£1,002,010	works complete																								
	H16	Golden Lane - Heating Replacement (Phase 1 - All blocks excluding Crescent/Cullum)	£465,000	£415,458	works complete																								
	H5	Decent Homes - Phase II (multiple estate programme)	£625,400	£605,011	works complete																								
	H14	Golden Lane - Concrete Testing & Repairs (all blocks exc. Cullum Welch)	£1,050,000	£818,952	final snagging																								
	H15	Cullum Welch House - Concrete Balustarde Replacement & Concrete Repairs	£820,000	£101,104	contractor mobilising																								
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, York Way & Middlesex St Estates)	£416,700	£299,086	Golden Lane works complete																								
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£31,174	£0	on site other estates																								
	H17	Golden Lane - Heating Replacement (Phase 2 - Crescent House & Cullum Welch House)	£2,000,000	£13,600	detailed design																								
	H40	Window Refurbishment/Replacement (All blocks excluding reclad sections of Great Arthur House)	£8,400,000	£18,335	procurement of design team																								
	H41	Great Arthur House - Front Door Replacement	£675,000	£3,275	detailed design																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																								
	-	Installation of Sprinklers (Great Arthur House as part of a multiple estate programme)	£3,200,000	£0	design																								

MIDDLESEX STREET ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

Page 69 of 69

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																							
						2017/18												2018/19												2019/20								2020/21							
						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4									
						A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M				
INVESTMENT PROGRAMME	H22	Concrete Testing & Repairs	£160,000	£60,158	final snagging																																								
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, Golden Lane, York Way Estates)	£222,314	£199,069	MSE works complete																																								
	H24	Petticoat Tower - balcony doors and windows	£450,000	£2,250	contractor mobilising																																								
	H23	Lift Refurbishment	£1,550,000	£11,600	on site																																								
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£14,003	£0	on site other estates																																								
	H46	Communal Heating	£2,925,000	£29,100	procurement																																								
	H42	Petticoat Tower - Front Door Replacement	£198,000	£1,590	contractor mobilising																																								
	H25	Petticoat Tower stairwell	£429,000	£6,500	contractor appointment																																								
	H12	Electrical Remedial Works (non-urgent)	£385,890	£363,825	on site																																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																																								
-	Installation of Sprinklers (Petticoat Tower as part of a multiple estate programme)	£3,200,000	£0	design																																									

- works delivery baseline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- testing/preparatory/offsite works
- programme slippage from previous report (length of arrow denotes length of delay)
- programme brought forward from previous report (length of arrow denotes extent)

AVONDALE SQUARE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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INVESTMENT PROGRAMME	H6	Decent Homes Avondale - Phase II	£723,100	£392,780	works complete																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													

SOUTHWARK/WILLIAM BLAKE ESTATES INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																							
						2017/18												2018/19												2019/20								2020/21							
						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4									
						A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M				
INVESTMENT PROGRAMME	H2	CCTV (William Blake)	£23,301	£16,900	works complete																																								
	H5	Decent Homes - Phase II (Southwark as part of multiple estate programme)	£1,270,000	£762,240	Southwark works complete																																								
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£440,000	£440,000	on site																																								
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£67,900	£0	on site other estates																																								
	H10	Door Entry (William Blake in conjunction with Dron House)	£100,000	£2,492	contractor appointment																																								
	-	Re-Roofing at Blake House (William Blake Estate)	£375,000	£116,480	on site																																								
	H39	Window Replacements & External Redecorations (Pakeman, Stopher, Sumner & William Blake)	£3,330,000	£24,240	procurement of design team																																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																																								

HOLLOWAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																															
						2017/18												2018/19												2019/20												2020/21											
						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4														
						A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M												
INVESTMENT PROGRAMME	H36	Electrical Rewire (Tenanted Flats)	£225,000	£205,000	works complete																																																
	H37	Electrical Rewire (Landlords)	£385,465	£346,383	works complete																																																
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£16,722	£0	on site																																																
	H39	Window Replacements & External Redecorations	£1,770,000	£24,240	procurement of design team																																																
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																																																

- works delivery baseline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- testing/preparatory/offsite works
- programme slippage from previous report (length of arrow denotes length of delay)
- programme brought forward from previous report (length of arrow denotes extent)

YORK WAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																															
						2017/18								2018/19								2019/20								2020/21							
						Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M		
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (multiple estate programme)	£608,000	£574,297	York Way works complete	ELEC TESTING		YORK WAY		OTHER ESTATES																											
	H20	Redecorations (multiple estate programme)	£596,000	£69,168	on site							OTHER ESTATES		YORK WAY WORKS				OTHER ESTATES																			
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£440,000	£440,000	on site																																
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£130,653	£4,278	on site																																
	H45	Communal Heating	£2,925,000	£29,100	procurement																																
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																																

SYDENHAM HILL ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

WORKS TYPE	REF		ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																			
						2017/18				2018/19				2019/20				2020/21																							
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																				
						A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
INVEST PROG	H5	Decent Homes - Phase II (multiple estate programme)	£173,315	£46,472	Sydenham Hill works complete	ELEC TESTING				SYD H																															
	H39	Window Replacements & Extenal Redecoration (Multiple Estates Excl. Golden Lane)	£700,000	£24,240	procurement of design team					DETAILED DESIGN & PLANNING				MULTI ESTATE PROGRAMME TBD																											
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design													MULTI ESTATE PROGRAMME TBD				➡																			

SMALL ESTATES (DRON, WINDSOR, ISLEDEN) INVESTMENT PROGRAMME - DELIVERY FORECAST MAY 2019

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WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																													
						2017/18				2018/19				2019/20				2020/21																	
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4														
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (Dron & Windsor as part of multiple estate programme)	£686,216	£451,412	Windsor & Dron complete	ELEC TESTING				WIN. & DRON																									
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£440,000	£247,148	on site																														
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£15,810	£4,278	on site									ISL/DRN				OTHER ESTATES																	
	H10	Door Entry (Dron House in conjunction with William Blake)	£100,000	£2,492	contractor appointment																														
	-	Re-Roofing at Dron House	£370,000	£0	post-tender consultation																														
	H39	Window Replacements & External Redecoration (Dron & Windsor)	£2,000,000	£24,240	design & planning					DETAILED DESIGN & PLANNING								MULTI ESTATE PROGRAMME TBD																	
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design													MULTI ESTATE PROGRAMME TBD																	

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- works delivery baseline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- testing/preparatory/offsite works
- programme slippage from previous report (length of arrow denotes length of delay)
- programme brought forward from previous report (length of arrow denotes extent)

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Committee	Dated:
Housing Management & Almshouses Sub Committee	16 May 2019
Subject: Housing Window Replacement Programme	Public
Report of: Director of Community & Children's Services	For Information
Report authors: Paul Murtagh Assistant Director Barbican & Property Services	

Summary

The purpose of this report is to update Members on the timeline for the Window Replacement Programme across the City of London Corporation's (City Corporation) social housing estates.

Recommendation

Members are asked to note, discuss and comment on the contents of the report.

Main Report

Background

1. The City of London Corporation (City Corporation) is committed to investing around £55million on a Major Works Programme for the maintenance, refurbishment and improvement of its social housing portfolio. This includes approximately £16million for the upgrade and/or replacement of windows across all 13 of the City Corporation's social housing estates.
2. The purpose of this report is inform Members of the approach that is being taken to deliver this significant programme of works and, to update Members on the current estimated timeline for delivery.

Considerations

3. As part of its Major Works Programme, the City Corporation is investing around £16million on a programme to upgrade and/or replace the windows to homes across all 13 of its social housing estates.
4. This is a significant programme of works and, considerable thought has gone into how it can best be delivered in terms of speed, efficiency and value for money. It is recognised that the Golden Lane Estate, due to its listed status, particularly Crescent House, is the most challenging and complex of all the estates. For that

reason alone, the decision has been taken to treat the Golden Lane Estate as a project in its own right. For the purpose of this report, the Housing Window Replacement Programme is split into the Golden Lane Estate and, the Wider Estates.

Wider Estates

5. The projected timeline for the delivery of the Window Replacement Programme on our Wider Estates is attached to this report at Appendix 1.
6. The programme for the Wider Estates is based on the principle of running different estates concurrently. If we were to work on the basis that one estate would be finished before the next one starts, the overall programme would likely only be completed in 2023/24. By adopting the 'concurrent' approach, as outlined in Appendix 1, work on the first estate, Dron House, is expected to commence in November 2019, with completion of all the remaining estates by the end of 2020.
7. The 'concurrent' approach is also beneficial in that delays on one particular estate does not necessarily mean delays on the other estates and on the programme overall. However, this approach needs to be managed carefully to ensure that the benefits of economies of scale are not lost entirely as a result of splitting the estates into what are effectively individual projects. However, by working closely with colleagues in City Procurement, we are confident that the estates can be packaged in such a way, based, for example, on window type and manufacture, that they will generate sufficient interest in the market to ensure healthy competition and value for money.
8. Members will note that the prioritisation of the various estates, as outlined in Appendix 1, reflects the real and potential development opportunities on a number of our outer-City estates including:
 - Windsor House Estate;
 - Sydenham Hill Estate;
 - Southwark Estates (Sumner Buildings).
9. It should be noted, that a considerable amount of preparatory work has already been done on several estates to facilitate the commencement of the Window Replacement Programme including:
 - Pre-tender surveys;
 - Pre-planning advice;
 - Discussions with Building Control officers;
 - Statutory leaseholder consultation (Section 20 process);
 - Discussions with City Procurement officers;
 - Initial Gateway reports.
10. The Dron House Estate was identified some time ago as the pilot estate to help us identify issues and solutions that will make the replacement window programme on subsequent estates easier to manage and deliver. Several key stages in the design process have been completed for the Dron House Estate and the lessons

learned from these are helping inform the preparatory work for the other estates. The key stages completed on this project to date include:

- 8 March 2019 – appointment of Design Consultant;
 - 25 March 2019 – existing and proposed elevations produced and agreed;
 - 4 April – meeting with paint manufacturer to test substrate and specify appropriate fire-rated decorative finishes;
 - 12 April 2019 – Pre-Planning application submitted to Tower Hamlets;
 - 23 April 2019 - opening up works to identify size, type and suitability of lintol to determine whether further structural work is required;
 - 3 May 2019 – tests results received from paint manufacturer.
11. The appointment of the Design Consultant referred to above covers the pre-planning process, preparation of specification and design for all of the Wider Estates and will ensure that we can simultaneously submit planning applications for all estates, which will considerably speed up the initial stages of the process.
- Golden Lane Estate
12. The projected timeline for the delivery of the Window Replacement Programme on the Golden Lane Estate is attached to this report at Appendix 2. We currently estimate that work on the Golden Lane Estate will start in August next year and will take around 12 months to complete.
13. Members will be particularly aware of the complexity and intricacy of the Window Replacement Programme on the Golden Lane Estate due, in the main, to its listed status. Crescent House, a Grade II* Listed Building is particularly challenging and, is much more than a straight-forward window replacement programme.
14. One of the main difficulties that we face on the Golden Lane Estate, particularly Crescent House, is the need to satisfy the specific requirements of, not only the City Corporation's Planning Team, but also, Historic England and the 20th Century Society.
15. Set out below, are some of the key stages recently completed in the preparation works for Crescent House. From this information, Members will get a sense of the complexity of this project and the level of detail that is necessary to ensure it can progress:

- 6 March 2019 – meeting with City Corporation's Planning Department and Building Control to identify the requirements of both parties and any potential issues or conflict;
- 7 March 2019 – instruction given for manufacture of sample window/curtain walling section to replicate existing detail for submission to planning, building control and other stakeholders;
- 18 March 2019 – first meeting of Resident Working Group, which comprises 2 tenants and 2 residents;
- 29 March 2019 – Design Briefing document completed;

- 3 April 2019 – approval from planning to remove a section of timber to be sent away for analysis to identify the type of wood used in the original construction;
- 28 April 2019 – sample of timber removed and sent away to the Timber Research and Development Association (TRADA) for identification;
- 29 April 2019 – meeting with City Corporation’s Planning Officers and Historic England to discuss project;
- 2 May 2019 – meeting with paint manufacturer to test the substrate and specify appropriate fire-rated decorative finishes.

16. With regard to the remainder of the Golden Lane Estate, similar processes are being followed although, constraints are not quite as intense as they are for Crescent House. Although the lead-in time for the replacement windows on the Golden Lane Estate has been a long one, it is imperative that we get the preparation work right to avoid future problems during the construction works. Priority has been given to Hatfield House and Basterfield House, which are in closest proximity to the COLPAI development of a new primary academy school and 66 new homes for social rent.

Procurement

17. Following initial discussions with colleagues in City Procurement, it is likely that we will predominantly seek access to an OJEU compliant framework for the window replacement works. This will give confidence that we will have direct access to specialist window replacement companies with the expertise and specialist knowledge required for estates such as Golden Lane and Sydenham Hill. This approach will also give us a much quicker route to market avoiding an otherwise lengthy and uncertain procurement process.

18. It may be the case, that on smaller estates, open tendering may be the preferred option particularly, if the value of the smaller estates is not of interest to contractors on the framework.

19. As outlined previously, we have already procured a Design Consultant to prepare and deliver all the planning applications and specifications concurrently for all the Wider Estates. We have recently commenced the procurement process for the appointment of the Design Team for the Golden Lane Estate. The estimated cost of this however, means that an OJEU compliant process must be undertaken and this will take time.

20. It should be noted that most of the expenditure incurred on this project so far to date, has been internal staff costs. We have gained access to a lot of free consultancy via an external contractor and by using our own in-house experience.

Resources

21. We have recently appointed an experienced Project Manager to oversee the delivery of the Window Replacement Programme on the Golden Lane Estate. We are now looking to recruit another similarly experienced Project Manager to

oversee the delivery of the Window Replacement Programme on the Wider Estates.

Potential Risks

22. By the very nature, size and complexity of this project, there are risks that need to be considered which, if realised, could cause delays to the programmes contained in Appendices 1 and 2. These include:

- Costs exceed estimates – this will require additional and further Committee approval. To mitigate this, we will be using an experienced Cost Consultant/Quantity Surveyor, as well as soft market testing through the procurement process;
- Failure to acquire dispensation – by using a specialist framework as a route to market, we will essentially be depriving leaseholders of their right to nominate a contractor. As such, to mitigate and regularise this, we will need to make a business case to apply for dispensation from the First Tier Tribunal of the Property Chamber (Residential Property). This process takes up to 8 weeks to complete and provision for this has been made in the programmes attached to this report;
- Planning issues – as stated previously, we will need to ensure that we satisfy the requirements of the City Corporation's Planning Team, Historic England and the 20th Century Society. Early indications are that this will not be an easy process and unforeseen problems could cause significant delays to the programme.

Appendices

Appendix 1: Window Replacement Programme Timeline – Wider Estates

Appendix 2: Window Replacement Programme Timeline – Golden Lane Estate

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