



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

**Date:** MONDAY, 22 JULY 2019  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:** John Fletcher (Chairman)  
Mary Durcan (Deputy Chairman)  
Randall Anderson  
Marianne Fredericks  
Alderman David Graves  
Barbara Newman  
Dhruv Patel  
Susan Pearson  
William Pimlott  
Peter Bennett  
Deputy the Revd Stephen Haines  
Jason Pritchard  
Ruby Sayed

**Enquiries:** Julie Mayer: 020 7 332 1426  
julie.mayer@cityoflondon.gov.uk

**Lunch will be served in the Guildhall Club at the rising of the Sub Committee  
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. **MINUTES**  
To approve the public minutes and non-public summary of the meeting held on 16 May 2019  
**For Decision**  
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS**  
Members are asked to note the Sub Committee's Outstanding Actions list.  
**For Information**  
(Pages 9 - 10)
5. **SOCIAL HOUSING TENANCY FRAUD - 2018/19 ANNUAL REPORT**  
Report of the Chamberlain.  
**For Information**  
(Pages 11 - 20)
6. **HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 21 - 28)
7. **HOUSING REVENUE ACCOUNT (HRA) COMMUNITY CENTRES STRATEGY 2019-24**  
Report of the Director of Community and Children's Services.  
**For Decision**  
(Pages 29 - 56)
8. **TENANCY VISITS - FINAL REPORT**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 57 - 76)
9. **PARKING CHARGES REVIEW**  
Report of the Director of Community and Children's Services.  
**For Decision**  
(Pages 77 - 86)
10. **HOUSING UPDATE AND RISK REGISTER REPORT**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 87 - 106)

11. **REVISED RENT COLLECTION PERFORMANCE TARGETS**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 107 - 108)
12. **SOUTHWARK ESTATE CONCRETE TESTING & REPAIR - GATEWAY 2 - PROJECT PROPOSAL**  
Report of the Director of Community and Children's Services.  
**For Decision**  
(Pages 109 - 122)
13. **DECENT HOMES CALL BACKS 2020-2022 - GATEWAY 1-4 PROJECT PROPOSAL & OPTIONS APPRAISAL**  
Report of the Director of Community and Children's Services.  
**For Decision**  
(Pages 123 - 144)
14. **HOLLOWAY ESTATE ELECTRICAL REWIRING - HOLLOWAY ESTATE - ELECTRICAL REWIRING - GATEWAY 6 OUTCOME REPORT**  
Report of the Director of Community and Children's Services.  
**For Decision**  
(Pages 145 - 156)
15. **AVONDALE SQUARE ESTATE SE1 -EMERGENCY AND COMMUNAL LIGHTING REPLACEMENT - GATEWAY 1-4 PROJECT PROPOSAL & OPTIONS APPRAISAL**  
Report of the Director of Community and Children's Services.  
**For Decision**  
(Pages 157 - 184)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
18. **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.

**For Decision**

## **Part 2 - Non-Public Reports**

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
20. **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**  
**Thursday, 16 May 2019**

Minutes of the meeting of the meeting held at Guildhall at 2.00 pm

**Present**

**Members:**

Randall Anderson - *in the Chair until agenda item 4 (Election of Chairman)*  
Mary Durcan  
John Fletcher  
Marianne Fredericks  
Deputy Rev. Stephen Haines  
Barbara Newman  
Susan Pearson  
William Pimlott  
Peter Bennett  
Jason Pritchard

**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
Wendy Giaccaglia	- Community and Children's Services
Sonia Marquis	- Community and Children's Services
Jacqueline Whitmore	- Community and Children's Services
Michael Gwyther-Jones	- Community and Children's Service
Jason Crawford	- Community and Children's Services
Martin Goodwin	- Community and Children's Services
Julie Mayer	- Town Clerks

**1. APOLOGIES**

Apologies were received from Deputy Rev Stephen Haines and Alderman David Graves.

The Chairman welcomed Ruby Sayed, Jason Pritchard and Deputy Rev. Stephen Haines to the Sub Committee.

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

There were no items.

3. **TERMS OF REFERENCE**

The Chairman advised that this would be taken under 'Items of Urgent Business' at agenda item 18.

4. **TO ELECT A CHAIRMAN IN ACCORDANCE WITH STANDING ORDER 29**

RESOLVED, that – being the only Member willing to serve, John Fletcher be appointed as Chairman of the Housing Management and Almshouses Sub Committee for 2019/20.

Following the election, the Chairman was duly appointed to the Housing Delivery Programme Working Group (of the Policy and Resources Committee)

5. **TO ELECT A DEPUTY CHAIRMAN IN ACCORDANCE WITH STANDING ORDER 30**

RESOLVED, that – being the only Member willing to serve, Mary Durcan be appointed as Deputy Chairman of the Housing Management and Almshouses Sub Committee for 2019/20.

6. **MINUTES**

RESOLVED, that - the public minutes and non-public summary of the meeting held on 26 March 2019 be approved as a correct record.

7. **OUTSTANDING ACTIONS LIST**

Members received the Sub Committee's Outstanding Actions list and noted the following:

- Collection of water charges from tenants – Thames Water are able to attend residents' meetings and events.
- Petticoat Tower Balcony Doors and Windows – the Resolution had been submitted to the Procurement Sub Committee (next meeting - 30 May 2019).

All other items were scheduled for an update at the next or subsequent meetings.

8. **FIRE DOORS**

The Assistant Director, Barbican and Property Services, was heard in respect of progress with fire doors. Members noted that works to replace the door sets would now proceed under the 'fast track' Project (Gateway) Procedure. Members noted that the works to Great Arthur House had been isolated as they required repairs to part of the walls, as well as the door sets.

9. **TENANCY VISITS**

Members received a report of the Director of Community and Children's Services in respect of the tenancy visits project, which have been underway since August 2018. The inspectors had visited 95.4% of the tenanted housing stock and Members noted that this would be the final update, ahead of a full report to the Sub Committee in July 2019. The Chairman and Members commended an excellent result.

In respect of leaseholders, Members agreed that this required a different approach and should focus on vulnerability, noting that the City Corporation did not have the same rights to personal information as was the case with social housing tenants. Suggestions from Members were welcomed outside of the meeting.

Members noted that the final report, to the July meeting of the Sub Committee, would be publicly available on the City Corporation's Web Page and suggested that something more illustrative, in summary format, be made available for residents. Officers suggested that, once the final report had been presented in July, Members be invited to suggest how best to publicise the results.

RESOLVED, that:

1. The report in respect of the tenancy visits be noted.
2. The requirement for a different approach in respect of leaseholders be noted.

10. **ALLOCATED MEMBERS**

Members received a report of the Director of Community and Children's Services in respect of events and activities on the City of London Corporation's Social Housing Estates. Members noted that the report had been compiled in collaboration with the Allocated Members.

One Allocated Member felt that the content of their report had been somewhat edited but officers assured the Sub Committee that all the issues raised by the Member either had or were being actioned. The other Allocated Members present confirmed that they had been consulted on the content of their reports, before they were included in the Sub Committee's agenda.

Members agreed that the activities and reports of Allocated Members were extremely valuable and therefore suggested that a review of the purpose and contents of the reports would be timely. Members agreed that, in order to give the matter due attention, they should meet informally to debate it further, either before or after the next meeting of the Sub Committee on 22 July 2019.

RESOLVED, that – the report be noted

11. **ALMSHOUSES UPDATE**

Members received a report of the Director of Community and Children's Services in respect of the City of London Almshouses in Lambeth and the eight Gresham Almshouses on the Estate.

In respect of the refurbishment works, Members noted that the Decent Homes Contractor had been secured for the next phase. However, there was a delay in securing the funding for the 8 Gresham units and the City Solicitor had advised that, until this was resolved, the works could not proceed. Members expressed their frustration at the situation and the Chairman (of the Community

and Children's Services Committee) offered to take this up with the City Solicitor, if the matter could not be resolved shortly.

RESOLVED, that – the report be noted.

**12. CITY OF LONDON HOUSING ESTATES PLAY AND BALL GAMES AREAS REFURBISHMENT**

Members considered a report of the Director of Community and Children's Services regarding City of London Housing Estates Play and Ball Games Areas Refurbishment. Members noted that the report had been approved by the Projects Sub Committee on 24 April 2019.

Members noted that residents would be consulted before any work was carried out, to ensure that the replacement play equipment met their needs and expectations as well conforming to modern standards. There was a further suggestion that it would be helpful for residents to see illustrations or models of what equipment was available and for officers to seek the expertise of the City Corporation's Department of Open Spaces.

**RESOLVED**, that Members

- Approve a budget of £30,200 to reach the next Gateway; namely £6,050 staff costs and £24,150 fees.
- Note the total estimated cost of the project at £271,700 (excluding risk).
- Approve Option 1 (Replacement Facilities)
- Note the project risk register at appendix 3 in the report

**13. SOCIAL HOUSING RENTS FROM 2020**

Members received a report of the Director of Community and Children's Services in respect of the Government's response to a Ministry of Housing, Communities and Local Government (MHCLG) consultation on the regulation of social housing rents from 1 April 2020. From April 2020, registered providers would be permitted to increase rents up to the Consumer Price Index (CPI) plus 1% each year, for a period of at least 5 years.

RESOLVED, that – the report be noted.

**14. HOUSING DELIVERY PROGRAMME - HOUSING DESIGN GUIDE**

Members considered a report of the Director of Community and Children's Services in respect of the Housing Design Guide, which would be used to procure both design services and contractors. Members noted that the Local Authority Building Control Warranty (LABC) was more rigorous than the National House Builders' Certification (NHBC) and that many private sector new build schemes had been found to have health and safety issues. Officers advised that, post the Hackett Review, all sprinklers and fire alarms would need to be to a very high standard. Members welcomed this report and noted that the

final document would be presented to the Community and Children's Services Committee.

RESOLVED, that:

1. The approach taken regarding the Housing Design Guide be noted.
2. Specific requirements in connection with Fire Safety, LABC Warranty, Secured by Design and Accessibility be authorised, subject to confirmation that the City Corporation would not face a legal challenge to their role as Inspectors.

*NB. Subsequent to the meeting, legal opinion was been obtained and the advice given was this was unlikely to be challenged. It is therefore reasonable for the City of London Corporation to require compliance with explicit construction warranties to ensure appropriate standards are achieved and risk of defects minimised.*

**15. MAJOR WORKS PROGRAMME - PROGRESS REPORT**

Members received a report of the Director of Community and Children's Services in respect of progress made with the Housing Major Works Programme. Members commended excellent progress. In respect of the Great Arthur House front door replacement programme, Members noted that officers were awaiting feedback from the planning officers in respect of design and they would be advised once this was available.

RESOLVED, that – the report be noted.

**16. HOUSING WINDOW REPLACEMENT PROGRAMME**

Members received a report of the Director of Community and Children's Services which updated Members on the timeline for the window replacement Programme across the City of London Corporation's social housing estates. Members noted the programme had been broken down into Golden Lane and non-Golden Lane works, and into further categories in respect of materials. Officers had worked extensively with the Procurement Team to ensure economies of scale could be achieved. Members asked if residents could be advised of the replacement window programme as soon as possible, along with information on key milestones, so they could see for themselves the progress that is being made. Members were also reassured that the lessons learned from the Great Arthur House project would benefit the window replacement programme particularly, if residents are to remain in their homes whilst the work is being done.

RESOLVED, that – the report be noted.

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

There were no questions.

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

Members had discussed the scope of the Community and Children's Services Committee's Terms of Reference at their last meeting on 8<sup>th</sup> May 2019. The Town Clerk advised that a recommendation would be made, to the Community and Children's Services and the Policy and Resources Committees, to include a reference to development within existing estates.

Members considered the Allocated Members list (referred to in agenda item 10) and this year's allocation was agreed as follows:

<b>ESTATE</b>	<b>ALLOCATED MEMBER</b>
Avondale Square (Southwark), including Harman Close	William Pimlott
Small Estates: Isleden House (Islington); Windsor House (Hackney)	Peter Bennett
Golden Lane (City)	Barbara Newman
Holloway & York Way (Islington)	Mary Durcan
Middlesex Street (City) & Dron House/ Spitalfields (Tower Hamlets)	Jason Pritchard
South Bank Estates: Southwark Blocks (Southwark) William Blake (Lambeth)	Deputy Rev. Stephen Haines
City of London & Gresham Almshouses (Lambeth)	Sue Pearson
Sydenham Hill: Lammas Green/Otto Close (Lewisham)	John Fletcher

Given there were 3 new Members on the Sub Committee, the Chairman suggested that a further programme of visits to the Estates be organised.

**19. 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**

20 - 22

**Paragraph**

3

**20. NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 26 March 2019 be approved as a correct record.

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

There were no non-public questions.

**22. 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 3.40 pm**

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Chairman

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# HOUSING MANAGEMENT AND ALMSHOUSES SUB-COMMITTEE

## Outstanding Actions June/July 2019 update

Date Added	ITEM	Action	Officer and target date
27.11.2018	TENANCY VISITS	Final report to July 2019 Housing Management and Almshouses Sub and Community and Children's Services Committee in September 2019.	<b>Dean Robinson</b>  July 2019 HMASC and September 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.	<b>Paul Murtagh</b>  July 2019 HMASC
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.	<b>Paul Murtagh</b>  A forward look to be provided at the end of 2019.
26.3.19	PETTICOAT TOWER BALCONY DOORS AND WINDOWS	Resolution to Procurement Sub-Committee. on 30 May 2019.	<b>Julie Mayer</b>  Update to be provided at HMASC in July
26.3.19	CONSULTATION SCHEDULE FOR CITY OF LONDON PRIMARY ACADEMY ISLINGTON (COLPAI)	To be provided in the next report to the sub Committee	<b>Paul Murtagh</b>  Update to be provided at HMASC in July
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	<b>Liam Gillespie</b>  July 2019 HMASC

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<b>Committee(s)</b>	<b>Dated:</b>
Housing Management and Almshouses Sub (Community and Children's Services) Committee	22/07/2019
<b>Subject:</b>	<b>Public</b>
Social Housing Tenancy Fraud – 2018/19 Annual Report	
<b>Report of:</b>	<b>For Information</b>
The Chamberlain	

## Summary

This report provides Members with an update on our Social Housing Tenancy Fraud activity during the 2018/19 reporting year. It also provides Members with an update against our key anti-fraud initiatives in this area.

In total, 25 successful tenancy fraud outcomes were secured during 2018/19, comprising of 16 cases where tenancies were surrendered following investigation, three criminal prosecutions, one civil recovery case, four housing application frauds and one right to buy fraud.

Where criminal and/or civil action was successful in tenancy fraud cases during 2018/19, £8,352 in costs were awarded and £36,268 was secured under Proceeds of Crime action.

Our support for the tenancy audit programme has resulted in the review of 105 referrals, with one leading to recovery of a property and a further 45 still under investigation.

The National Fraud Initiative (NFI) matches were released in January 2019 and work is underway to review and investigate the housing rents, housing application and right to buy matches. To date, two housing application frauds have been confirmed with an NFI value of £6,480.

The team recently participated in an NFI pilot exercise, where NFI datasets were matched against HMRC data to identify fraud, eight tenancy fraud matches reviewed so far from the pilot are expected to result in successful outcomes and our work has supported the Cabinet Office's business case for rolling out data matching against HMRC data for all NFI participants, nationwide.

## Recommendation(s)

- Members are asked to note the report.

## Main Report

### Background

1. This report provides Members with an update on our Social Housing Tenancy Fraud activity during the 2018/19 reporting year. It also provides Members with an update against our key anti-fraud initiatives in this area.

## **Social Housing Tenancy Fraud**

2. Social housing tenancy fraud remains a key fraud risk area for the City. The team provides full investigative support across all aspects of housing, from initial applications, to the investigation of tenancy breaches and right to buy screening.
3. During the reporting year, 25 successful outcomes have been secured, including the conclusion of two criminal prosecution cases at Inner London Crown Court, another at the City of London Magistrates Court and a defended possession case at Clerkenwell and Shoreditch County Court. The associated value of these cases is £540,000.
4. In the cases mentioned above, where criminal and/or civil action was successful, £8,352 in costs were awarded, and £36,268 was secured under Proceeds of Crime action. The prosecution costs in these cases was greater than the amounts awarded to the City, and whilst costs submissions are made in each case, it is at the discretion of the courts as to whether full, partial or nil costs are awarded.
5. A summary of our work in this area, during 2018/19, is detailed in Appendix 1 to this report.
6. Where illegal occupation of City housing stock is identified and recovered, the tenancies have now been re-let to those in greater need of affordable housing.
7. The volume of Right to Buy (RTB) applications referred to the team for screening has dropped considerably. Through liaison with the Home Ownership Manager, we understand that there has been a significant reduction in RTB applications from tenants during 2018/19, this has resulted in a drop in identified RTB fraud to one case.
8. Case studies detailing several successful social housing tenancy fraud cases has been provided at Appendix 2.

## **Tenancy Audit**

9. The Anti-Fraud team supported the Housing Division with the full tenancy audit programme undertaken throughout 2018/19. A training programme was devised and delivered to the visiting officers prior to commencement of the visits, and a crib sheet was produced to support visiting officers where fraud was suspected. The Anti-Fraud team likewise assisted with the drafting of the question bank in the questionnaire and ensured that skilled investigation staff were available on the City's estates as required to provide anti-fraud and investigation support.
10. Where tenancy fraud concerns were identified by visiting officers, these cases were referred to the team for investigation. In total 105 cases were referred to the team, and work continues to review and investigate a number of these referrals. A summary of our work to date in this area can be found below:

Tenancy Audit referrals received	<b>105</b>
Tenancy Audit referrals closed – no fraud	58
Fraud identified and property recovered	1
Fraud identified and case with C&CS for consideration of further action	1
Cases still under investigation	45
<b>Total</b>	<b>105</b>

### National Fraud Initiative (NFI)

11. The NFI is a statutory bi-annual exercise, managed by the Cabinet Office and designed to identify fraud and error across departments including housing. Data matches for the current exercise were released in January 2019 and work is underway by the team to review the housing matches. A summary of the housing matches received and reviewed, to date, can be found in the table below.

Match Type	Housing Tenancy	Housing Application	Right to Buy	Total	Associated NFI Value
<b>Matches Received</b>	105	49	2	156	N/A
<b>Matches Reviewed</b>	60	29	0	89	N/A
<b>Matches under Investigation</b>	45	18	2	65	N/A
<b>Fraud Identified</b>	0	2	0	2	£6,480
			<b>Total</b>	<b>156</b>	

12. The Anti-Fraud & Investigation team continues to review, and support departmental review, of NFI housing matches as appropriate.

### National Fraud Initiative (NFI) Pilot Exercise

13. The Anti-Fraud team were one of ten authorities to participate in an NFI pilot exercise, whereby several City of London datasets (Housing, Housing Benefit, Council Tax Support, Payroll, Direct Payments) were matched against HMRC data. The use of HMRC data for NFI matching purposes was permissible under the Digital Economy Act 2017, and it was, therefore, necessary, and important, for pilot authorities to work closely with the NFI team to feedback findings to demonstrate the value of the data-matching and justify roll-out to all NFI participants.
14. The City received a total of 105 additional tenancy matches as a result of the NFI pilot exercise. To date, 30 high risk tenancy matches have been reviewed, resulting in eight cases where successful outcomes are expected. The remaining lower risk tenancy matches are subject to investigation.

15. The results from the City's participation in the NFI Pilot, along with that of the other nine pilot authorities, has supported the Cabinet Office's business case to roll-out the HMRC data-matching to NFI participants, nationwide.

## **Conclusion**

16. The team continue to provide a professional and robust anti-fraud and investigation service across the organisation. Tenancy fraud continues to be high risk and 25 successful results were secured in this area during the reporting year, with three successful prosecutions and one successful civil possession cases secured. £8,352 in costs was awarded and £36,268 was secured under Proceeds of Crime action in these four cases.
17. The team supported the housing divisions tenancy audit programme, receiving 105 referrals of suspected tenancy fraud, with 58 cases reviewed to date, one property has been recovered and one case is with the Comptroller and City Solicitor for consideration of further action. The remaining 45 referrals are subject to further review.
18. NFI matches were released in January 2019; 156 tenancy matches have been investigated to date, with two frauds confirmed with a value of £6,480. The team also participated an NFI pilot exercise whereby datasets were matched with HMRC data to identify fraud. This supported a successful business case by the Cabinet Office to roll-out HMRC matches to NFI participants, nationwide.

## **Appendices:**

**Appendix 1: Housing tenancy fraud caseload 2018/19**

**Appendix 2: Social housing tenancy fraud case studies 2018/19**

## **Contact:**

Chris Keesing,  
Corporate Anti-Fraud Manager  
E: [chris.keesing@cityoflondon.gov.uk](mailto:chris.keesing@cityoflondon.gov.uk)  
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## Appendix 1 – Housing Tenancy Fraud Caseload Analysis 2018/19 vs 2017/18

Housing Tenancy Fraud Case Referrals		April 2017 to March 2018	April 2018 to March 2019
Housing tenancy fraud referrals received in current year		51	55
Right to buy referrals received in current year		23	21
Housing application referrals received in current year		13	5
Cases carried forward from previous year (all disciplines)		23	14
<b>Total</b>		<b>110</b>	<b>95</b>
Cases/referrals currently under investigation		14	13
Cases/referrals closed with no further action		59	56
Cases with Comptroller & City Solicitor for prosecution		3	1
Cases with Comptroller & City Solicitor for civil recovery		3	0
Cases with City Police for Financial Investigation		2	0
Cases where possession order granted		0	1
Cases where successful possession gained <sup>1</sup>		16	16
Cases where successful prosecution action taken		1	3
Cases where fraudulent application identified		5	4
Right to buy fraud successfully identified		7	1
<b>Total</b>		<b>110</b>	<b>95</b>
Value where successful possession gained, housing application cancelled or right to buy fraud identified <sup>2</sup>		<b>£1,134,000</b>	<b>£540,000</b>
<b>Notes:</b> <sup>1</sup> Cases where successful possession has been gained will be considered for criminal action where suitable, and where offences committed are serious enough to warrant proceedings under the Prevention of Social Housing Fraud Act 2013 and/ or the Fraud Act 2006. <sup>2</sup> Successful possession gained value of £18,000 per property sourced from Audit Commission value of national average temporary accommodation costs to Local Authorities for one family. RTB discount value 2018/19, per property..			

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## **Appendix 2 - Housing Tenancy Fraud Case Study's**

### **Case Study 1:**

The City secured both a successful criminal prosecution and recovery of a property at City of London Almshouses, following an investigation into a now former social housing tenant. Our investigation commenced following a referral from City of London Housing Benefits section after a data match identified that the claimant had received an undeclared sum of £16,000 into a bank account from the sale of a property. The investigation that followed revealed a premeditated fraud that had enabled the tenant to obtain successive tenancies at three different properties from 2009, two at Sydenham Hill and finally at Almshouses.

- When making his original housing application in October 2008, the tenant failed to declare ownership of a property in London. Land registry checks revealed that he had owned this property since 1998. Credit checks showed a number of financial links for him at this property.
- The tenant declared living at this address but stated that he was renting from a private landlord and that he had been asked to leave so required social housing.
- The tenant provided fabricated documents in the form of letters and tenancy agreements from a fictitious landlord in support for his claim to be renting privately.
- Checks revealed that the tenant was liable for council tax at the property he failed to declare until 2011 when he sold it and accrued £172,500.
- The tenant sought to accelerate his housing requirement by referencing his deteriorating health and immobility that then enabled him to transfer twice more to more suitable City of London accommodation following his initial tenancy in 2009.
- The tenant went on to buy another property in Ramsgate.

The tenant was Interviewed Under Caution and after evidence was presented to him made a full admission in respect of his fraudulent intent and the level of dishonesty involved.

On the 20<sup>th</sup> November 2018, at Inner London Crown Court, the defendant was sentenced to 10 months custodial, which was suspended for 18 months. An early guilty plea was taken into account, along with his ill health and full admission. The defendant also paid back £20,000 to The City of London Corporation under The Proceeds of Crime Act.

The property is now let to others in far greater need of affordable housing.

### **Case Study 2:**

The City secured both a successful criminal prosecution and recovery of a property following a successful investigation, after receiving an anonymous allegation in April 2018. It was alleged that the tenant was living with his partner at an address in Wales and only returning intermittently to his property to collect post. The tenant had occupied a studio property as the sole tenant since the year 2000 on the Golden Lane estate and was in receipt of Housing Benefit continuously.

## **Appendix 2 - Housing Tenancy Fraud Case Study's**

- Credit checks linked the tenant to a property in Wales and a land registry check showed this property is owned by someone that the tenant had previously described as a partner in their initial housing application
- Internet checks show the tenant and his partner have a number of links to a region in Wales as artists.
- During a residency check carried out by the Investigation Officer a package was seen outside the property in the name of another person other than the tenant.
- Bank statements were obtained under the Prevention of Social Housing Fraud Act 2013 and they showed (ref: rent) along with the name of the person seen on the package outside the property. Monthly payments of rent beginning in November 2017 with a deposit of £1,577 and continuing with monthly instalments of £1,100 until April 2018 were detailed on the statements. Total amount of £7,077.00.
- An Interview Under Caution appointment letter was sent by recorded delivery to the tenant at the address in Wales and the Royal Mail record showed this was signed for by them.
- The tenant failed to respond to gas safety checks that were attempted at the social housing property, an imperative health and safety requirement.

The tenant was interviewed under caution and told a catalogue of mistruths about who was residing at the social housing property, only admitting the true circumstances when evidence was put to him. Initially the tenant allowed persons to stay at the property as a gesture for a long weekend. When questioned further the tenant said these persons may have stayed slightly longer and later that they paid a one-off payment. When bank statements showing rental income was presented, the tenant accepted they had lied and been dishonest throughout the interview. Furthermore, the tenant went on to say at the end of the interview that the sub-tenants had left the property a few weeks ago, when in fact they were observed leaving the property by Estates Officers at the same time as the tenant was being interviewed under Caution.

At City of London Magistrates Court on the 06/02/2018 the tenant pleaded guilty to the charge of 'knowingly' failing to use the property as his main or principle home and of sub-letting and parting possession with all or part of the property. He was sentenced to a 2 years conditional discharge. Taken into account were the guilty plea, the length of tenancy (19 years) and having no previous convictions.

The Unlawful Profit Order (the amount that the tenant received in sub-rent) is £7,077.00. As the tenant was in receipt of Housing Benefit throughout an overpayment of £2,528.78 was created, leaving £4,548.22 to be paid.

The property is now let to others in far greater need of affordable housing.

### **Case Study 3:**

The City secured a successful recovery of a property on the City's Avondale Square Estate, following an investigation into the social housing tenancy of a now former housing tenant. Our investigation commenced following a referral from a vigilant and proactive tenant on the estate who suspected wrongdoing at the property adjacent to

## **Appendix 2 - Housing Tenancy Fraud Case Study's**

him and chose to report his observations. The tenancy began in 2011 at a 1-bedroom property.

- Credit checks revealed that the tenant was linked to 3 other addresses since his tenancy began and that other persons were linked to his social housing property.
- Land registry check revealed that the tenant jointly owned an expensive property in a salubrious area in London and financial links for them were now all at this address together with joint council tax liability.
- Possible sub-tenants were located at another property, for a period after their links at the social housing address. They refused to provide a witness statement detailing their circumstances at the property, only stating they had been allowed to stay with the tenant. This was implausible given the size of the property for two other persons and a young child.
- The financial links with other persons at the social housing address indicated probably multiple short term lets of a nature resembling Air bnb arrangements.
- Police Intelligence checks showed links with other persons at the property.

The tenant attended for Interview Under Caution with a legal representative and declined to answer a number of questions. The tenant agreed to relinquish possession of the property and given that some of the crucial evidence obtained in the initial referral was inadmissible in court and there was no proof of sub-rent being paid, The City of London Corporation decided not to progress criminal action against the tenant.

The property is now let to others in far greater need of affordable housing.

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<b>Committee</b>	<b>Dated:</b>
Housing Management & Almshouses Sub Committee	22 July 2019
<b>Subject:</b> Housing Major Works Programme – Progress Report	<b>Public</b>
<b>Report of:</b> Director of Community & Children’s Services	<b>For Information</b>
<b>Report authors:</b> 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 ninth update report highlights specific areas of ‘slippage’ or ‘acceleration’ since the last meeting of the Sub-Committee on 16 May 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 will be submitted to the HPB at its next meeting on 25 July 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:

H45 - York Way Communal Heating & H46 - Middlesex Street Communal Heating

The tender period for both these projects (advertised together as one tender made up of two separate lots) has been extended in order to address several clarifications requested by potential contractors. This delay will be beneficial in terms of ensuring a successful procurement and increase the likelihood of a successful contract. Tenders have now been received and are being analysed.

H10 - Door Entry (Dron House & William Blake)

The contract has now been awarded to Britannia Fire & Security and, 'Meet the contractor' events for residents have been held at each location.

H20 - Redecorations, Internal & External (Multiple Estates)

Works to the final phase of the contract (Avondale Square Estate) are running ahead of programme. Completion is now anticipated in August.

H25 - Petticoat Tower Stairwell

Etec Contracts Limited has now been appointed to complete the renewal of the communal stairwell façade. The works will be phased to start on site in November to ensure that both the balcony door and front door contractors have completed work and cleared site before works begin.

H38 - Electrical Testing Phase II (tenanted flats GLE & MSE)

The works programme has extended by two months to allow additional time to gain access to the remaining few properties still denying us access to complete electrical testing. Notices of Seeking Possession (NOSP) notices have been sent to tenants and legal proceedings are underway to ensure entry is granted for these essential works.

H39 - Window Replacement Programme (Wider Estates)

Playle & Partners has been appointed to finalise designs and secure planning consents for the proposed window replacement programme on our wider estates. There is no change to the overall programme from that last reported to this Committee.

H40 - Window Replacement Programme (Golden Lane)

Procurement of the design team is now well underway and, an appointment is anticipated by October, as per the programme reported at the meeting of this Committee on 16 May. There is no change to the overall programme from that last reported.

#### Re-roofing at Blake House

M H Goldsmith & Sons Limited has now completed the re-roofing works at Blake House. The work was completed on time and within budget.

11. The following new projects have now been added to the Housing Major Works Programme:

#### H47 - Electric Testing Phase IV

This project provides for the testing and remedial works to landlords' electrical installations across multiple estates (excluding the Middlesex Street and Holloway Estates)

#### Avondale Communal and Emergency Lighting

This project comprises the renewal of communal and emergency lighting to blocks on the Avondale Square Estate, Southwark.

#### Play and Ball Games Area Refurbishment (multiple estates)

Members will recall that they recently approved the Gateway 1-4 report for the upgrade and renewal of play equipment at the Avondale Square, York Way, Middlesex Street and Windsor House Estates.

#### Southwark Estate Concrete Testing and Repair

This project provides for a condition survey and testing of the pre-cast concrete elements (predominantly balconies) on all blocks of the Southwark Estate. This will inform and include for a subsequent remedial concrete repair contract.

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 are 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 continues to grow and good progress is being made.

## **Appendices**

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

Paul Murtagh

Assistant Director, Barbican & Property Services

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GOLDEN LANE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 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	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	works complete																																						
	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																																						
	H38	Electical Testing - Phase II (Tenated flats GLE & MSE)	£440,000	£421,000	on site																																						
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£31,174	£0	on site other estates																																						
	H47	Electical Testing - Phase IV (landlords electrics multiple estates)	£400,000	£0	procurement																																						
	H17	Golden Lane - Heating Replacement (Phase 2 - Crescent House & Cullum Welch House)	£2,000,000	£13,600	procurement of design team																																						
	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 JULY 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	H22	Concrete Testing & Repairs	£160,000	£60,158	works complete																																								
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, Golden Lane, York Way Estates)	£222,314	£199,069	MSE works complete																																								
	H38	Electical Testing - Phase II (Tenated flats GLE & MSE)	£440,000	£421,000	on site																																								
	H24	Petticoat Tower - balcony doors and windows	£450,000	£2,250	on site																																								
	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	doors in manufacture																																								
	H25	Petticoat Tower stairwell	£429,000	£6,500	contractor mobilising																																								
	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 mulitple estate programme)	£3,200,000	£0	design																																								
-	Play and Ball Games Area Refurbushment (multiple estate programme)	£272,000	£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 JULY 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	H6	Decent Homes Avondale - Phase II	£723,100	£392,780	works complete																																								
	H20	Redecorations (multiple estate programme)	£607,150	£17,650	on site																																								
	H43	Decent Homes Harman Close	£980,000	£132,826	on site																																								
	H1	Avondale Square - Window Overhaul	£161,500	£28,913	on site																																								
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£92,104	£4,278	on site																																								
	H48	Electical Testing - Phase III (tenanted flats multiple estates)	£405,000	£42,000	on site																																								
	H47	Electical Testing - Phase IV (landlords electrics multiple estates)	£400,000	£0	procurement																																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																																								
	-	Installation of Sprinklers (Point Blocks as part of a multiple estate programme)	£3,200,000	£0	design																																								
	-	Avondale Communal & Emergency Lighting	£380,000	£0	project initiation																																								
	-	Play and Ball Games Area Refurbishment (multiple estate programme)	£272,000	£0	design																																								

SOUTHWARK/WILLIAM BLAKE ESTATES INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 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	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																																								
	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 mobilising																																								
	-	Re-Roofing at Blake House (William Blake Estate)	£375,000	£304,500	complete																																								
	H48	Electical Testing - Phase III (tenanted flats multiple estates)	£405,000	£42,000	on site																																								
	H47	Electical Testing - Phase IV (landlords electrics multiple estates)	£400,000	£0	procurement																																								
	H39	Window Replacements & External Redecorations (Pakeman, Stopher & Sumner)	£3,330,000	£24,240	design & planning																																								
	H39	Window Replacements & External Redecorations (William Blake)	£1,100,000	£24,240	design & planning																																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																																								
-	Southwark Estate Concrete Testing & Repair	£1,500,000	£0	project initiation																																									

HOLLOWAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 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 (Holloway)	£1,770,000	£24,240	design & planning																																																
	-	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 JULY 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	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	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	complete								OTHER ESTATES	YORK WAY WORKS															
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£130,653	£4,278	on site										YORK WAY		OTHER ESTATES												
	H48	Electical Testing - Phase III (tenanted flats multiple estates)	£405,000	£42,000	on site																								
	H47	Electical Testing - Phase IV (landlords electrics multiple estates)	£400,000	£0	procurement																								
	H45	Communal Heating	£2,925,000	£29,100	procurement																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																								
	-	Play and Ball Games Area Refurbishment (multiple estate programme)	£272,000	£0	design																								

SYDENHAM HILL ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 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	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
INVEST PROG	H5	Decent Homes - Phase II (multiple estate programme)	£173,315	£46,472	Sydenham Hill works complete	ELEC TESTING							SYD H																
	H48	Electical Testing - Phase III (tenanted flats multiple estates)	£405,000	£42,000	on site																								
	H47	Electical Testing - Phase IV (landlords electrics multiple estates)	£400,000	£0	procurement																								
	H39	Window Replacements & External Redecoration (Sydenham Hill)	£466,500	£24,240	design & planning																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																								

SMALL ESTATES (DRON, WINDSOR, ISLEDEN) INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 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	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	H5	Decent Homes - Phase II (Dron & Windsor as part of multiple estate programme)	£686,216	£451,412	Windsor & Dron complete	ELEC TESTING				WIN. & DRON																			
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£15,810	£4,278	complete										ISL/DRN	OTHER ESTATES													
	H48	Electical Testing - Phase III (tenanted flats multiple estates)	£405,000	£42,000	on site																								
	H10	Door Entry (Dron House in conjunction with William Blake)	£100,000	£2,492	contractor mobilising																								
	-	Re-Roofing at Dron House	£370,000	£0	contractor appointment																								
	H47	Electical Testing - Phase IV (landlords electrics multiple estates)	£400,000	£0	procurement																								
	H39	Window Replacements & External Redecoration (Dron)	£950,000	£24,240	design & planning																								
	H39	Window Replacements & External Redecoration (Windsor)	£890,000	£24,240	design & planning																								
	-	Door Replacement Programme (multiple estate programme)	£4,000,000	£0	design																								
	-	Play and Ball Games Area Refurbishment (Windsor, as part of multiple estate programme)	£272,000	£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)

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<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Date:</b> 22/07/2019
<b>Subject:</b> HRA Community Centres Strategy 2019-24	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Decision</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## Summary

The Housing Service manages seven community centres, which are based on its housing estates. An internal audit in 2018 recommended some improvements to the way the centres are managed, including the formulation of a strategy for use of the centres.

In response to this, a five-year Community Centres Strategy has been drafted, which sets out some aims and objectives for the next five years for how the centres will be managed. The Strategy focuses on improving our management of the centres and enhancing the benefit they bring to residents, and it ties in with the wider aims outlined in the Corporate Plan.

## Recommendation

Members are asked to:

- Approve the adoption of the Community Centres Strategy 2019-24

## Main Report

### Background

1. The City of London's Housing Service manages seven community centres, which are located on its housing estates and managed by local estates teams (except for Golden Lane, which has a dedicated Centre Manager).
2. In 2018, an internal audit of our community centre activity made several recommendations for improvements to current procedures for managing these facilities. A Community Centres Strategy has been drafted, which addresses some of the remaining audit recommendations (a number have already been addressed separately). It sets out how we intend to improve the management of these centres over the next five years and sets out our aim to increase the benefit they bring to residents and the wider communities around them.

## **Current Position**

3. The audit of June 2018 identified various areas for improvement in the way our community centres are used and managed. The recommendations included the introduction of standard policies and procedures for bookings, better management of long-term agreements with hirers and the formulation of a strategy to maximise revenue streams.
4. Many of these recommendations have already been addressed. Members will be aware, for example, that a Community Centres Policy was approved by Committee in March 2019 and standard documents and processes are being introduced to administer the use and hire of the facilities.

## **Our Aims and Objectives**

5. The strategy sets out three overarching aims, which are broken down into objectives. These are included in an action plan in appended to the strategy.
6. Generally, we aim to improve our management of the centres, increase their benefit to the community and maintain or improve the buildings themselves.
7. The action plan will be reviewed at regular intervals by senior officers in the Housing Service and progress against the objectives will be monitored and updated as actions are completed.

## **Conclusion**

8. The Community Centres Strategy 2019-24 is intended to provide some aims and objectives for our management of these facilities, with a view to addressing several recommendations made in an internal audit in June 2018.
9. The action plan contained in the strategy will assist officers in measuring progress toward three aims, which are improved management, increased community benefit and better-maintained facilities.

## **Appendices**

- Appendix 1 – Draft Community Centres Strategy, 2019-24

## **Background Papers**

- Community Centres Policy Report, Housing Management and Almshouses Sub-Committee, 26/03/2019

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City of London Corporation

Department of Community and  
Children's Services

Housing Service

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# Introduction

The City of London Corporation's Housing Service, part of the Department for Community and Children's Services, has seven community centres across its housing estates. The community centres differ in size, management model, usage levels and physical condition. With one exception, the centres are managed by housing staff as part of their duties in running our estates.

The centres are valuable assets and they have the potential to be used more effectively than they currently are, to deliver activities that benefit our residents and the wider communities around our estates.

In 2018, an internal audit of our community centre activity made several recommendations for improvements to current procedures for managing the use and hire of our facilities. This led to a project that looked in more detail at how our community centres are used and how they could be employed more creatively to meet corporate aims and the priorities of residents.

The centres can be better used in order to contribute towards the aims of the City of London Corporation's Corporate Plan for 2018-23, by supporting outcomes around social inclusion, resident engagement and residents' health and wellbeing.

Increasing use of the facilities will also have the benefit of boosting income, which will reduce current reliance on the Housing Revenue Account. This strategy will provide a clear basis for the setting and reviewing of hiring charges, in accordance with City financial regulations.

This strategy is intended to outline how our community centres can contribute towards our wider corporate aims and it sets out how we intend to make the required improvements. It will look at the current position in relation to how the centres are managed, before outlining our aims for the next five years, with clear objectives and indicators to help us monitor our progress.

## Scope

This strategy relates to the seven community centres currently managed by the City's Housing Service and forming part of the Housing Revenue Account, namely:

- Avondale Square Community Centre, Old Kent Road (Southwark)
- Dron House Community Centre, Whitechapel (Tower Hamlets)
- Golden Lane Community Centre (City of London)
- Holloway Estate Community Centre, Parkhurst Road (Islington)
- Lammas Green Community Hall, Sydenham Hill (Lewisham)
- Windsor House Community Centre, Wenlock Road (Hackney)
- York Way Community Centre, Market Road (Islington)

This is a live document and will be reviewed at regular intervals. The aims and objectives in the Action Plan (appendix two) will be monitored by the Head of Housing Management.

## Methodology

This strategy was developed from the recommendations of an audit conducted by the City's internal audit team in June 2018.

To give appropriate priority to the project, a consultant with extensive experience of managing and supporting community centres and engagement initiatives was appointed to lead the work.

The following methods were used:

- Visits to each site and interviews with staff currently involved in running the facilities
- Consultant-led interviews with local stakeholders (the people or groups who had used the spaces, and those who had an existing or potential interest in them)
- A desktop review of current policies and procedures in relation to community centres managed by the Housing Services
- A review of current corporate and departmental plans, plus any relevant aims and priorities relating to community engagement

A series of consultation sessions were arranged with residents of estates with the larger community centres. These were designed to be as flexible as possible, run in an informal 'drop-in' format to enable attendance and participation. The offer of speaking to other interested parties locally to gather their opinions as well as those of residents was also made.

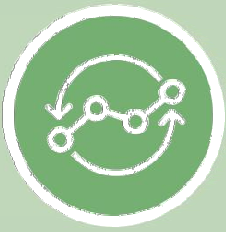
The purpose was to gather residents' views and opinions about current and future use of community centres.

Finally, internet-based research was conducted into strategic plans of other local authorities, social housing providers and community and voluntary organisations.

This strategy has been subject to further consultation with City officers and residents.

# Our Aims

Our aims for our community centres fall into three broad categories. These are discussed in more detail in the Action Plan later in the strategy.



## Aim One: Sustainable Management

### Objective One: Formulate a clear plan for managing revenue

To achieve this objective, we will:

- ☐ Create a clear pricing system for hire of our facilities
- ☐ Ensure standard processes are in place for administering charges
- ☐ Consider opportunities for enhancing income at specific locations
- ☐ Review community centre income, fees and charges regularly in accordance with financial regulations

### Objective Two: Create appropriate policies to enable better management

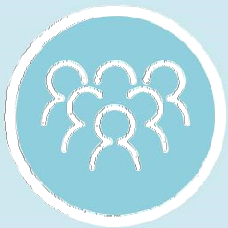
To meet this objective, we will:

- ☐ Put in place a Community Centres Policy that describes how we will manage the facilities
- ☐ Have clear procedures for community centre management, which staff know how to use
- ☐ Publicise these policies appropriately to users

### Objective Three: Long-term arrangements are appropriately managed

We will:

- ☐ Ensure that any long-term arrangements are reviewed at regular intervals and income is reconciled appropriately
- ☐ Make decisions on long-term arrangements which safeguard the City's and residents' interests
- ☐ Involve residents in decisions around entering into such arrangements



## Aim Two: Community Benefit

### Objective Four: Promote the use of the centres

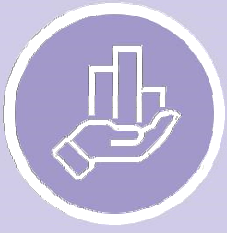
We will:

- ☐ Improve the information available online about our centres and what activities are being held there
- ☐ Promote the use of the centres on our estates and to potential hirers

### Objective Five: Use our centres to benefit our communities

We will:

- ☐ Use our community centres deliver activities that promote social inclusion, personal wellbeing and community cohesion
- ☐ Support resident groups to deliver activities and events in the centres
- ☐ Use our centres as bases from which to deliver community engagement activities and consult residents on housing management
- ☐ Support the use of volunteering through our community centres
- ☐ Consult with residents to ensure that their priorities for the centres are reflected in what happens there



## Aim Three: Better Facilities

### Objective Six: Ensure our facilities are clean, safe and welcoming spaces

We will:

- ☐ Survey our buildings and develop an asset management plan for the community centres, covering minor repairs and more extensive works
- ☐ Ensure our centres are included in routine estate inspections
- ☐ Put in place appropriate cleaning arrangements, including contracts at centres with heavier use

# How does this strategy fit in to the Corporate Plan?

The Corporate Plan for 2018-2023 is the City's key policy statement and this strategy supports the following aims and outcomes of the Corporate Plan:

## 1. Contribute to a flourishing society

### Outcome 1: People are safe and feel safe

We will ensure that our facilities are safe spaces for people to come together and places through which they can feel like part of their community. We will use our centres to deliver commissioned services aimed at target groups, for example young people, which promote our safeguarding and inclusion aims.

### Outcome 2: People enjoy good health and wellbeing

Through activities and services delivered in our community centres, we aim to promote social inclusion, reduce isolation, raise awareness of issues around mental and physical wellbeing and provide inclusive access to facilities for activity and recreation.

### Outcome 3: People have equal opportunities to enrich their lives and reach their full potential

The strategy will emphasise the need for a range of activities in the community centres and the promotion of equal access, to ensure that the spaces are used in an open and transparent way that can benefit everyone, not just small groups.

It will ensure booking is open and accessible to all and that there are a range of booking options that can cater to the diversity of communities living on or around our estates.

## Outcome 4: Communities are cohesive and have the facilities they need

We will use our community centres as bases to deliver our community engagement work, which aims to build up sustainable community activities and promote inclusion and social cohesion.

We aim to promote inclusion, wellbeing and mutual respect by bringing people together in our community centres.

## 2. Shape outstanding environments


### Outcome 12: Our spaces are secure, resilient and well-maintained

This strategy supports our aims of ensuring that our community centres are well-managed and fit for purpose, and that they provide welcoming venues for community activity.




## Our Community Centres

### Avondale Square Community Centre

<b>Description</b>	<p>A community centre that is integrated within the Avondale Square Estate just off the Old Kent Road. Built in 2016, it has a large hall, smaller 'mezzanine' hall and a small meeting room.</p> <p>It has a large kitchen and full disabled access to both ground and first floors (lift and fully accessible toilets). Tables and chairs are also available for use.</p>
<b>Current use and factors to consider</b>	<p>The hall is currently used a few times per week. Due to the proximity of the Harman Close sheltered housing scheme and other residential properties, there is a limit to the time and type of activities that can be provided. Limited Parking.</p>
<b>Future use and any specific recommendations</b>	<p>Directions and signage to the community centre need improvement.</p> <p>Consultation raised the issue of being able to isolate different parts of the centre for use, e.g. lights cannot be independently controlled. Cosmetic improvement will be needed in the next 3 years.</p> <p>Avondale has great potential, suited to a wide range of activities and would benefit from either a dedicated staff member or licensing to another organisation to manage the facility and realise this potential.</p>
<b>Current Star Rating</b>	

## Dron House Community Centre

<b>Description</b>	<p>Dron House Community Centre is an open room with a capacity of 12/15 which also serves as the Estate Office. It has a kitchenette. It is located minutes from the busy high street in Whitechapel.</p> <p>Its potential is limited due to its small size and dual function, but it is in good condition, having been redecorated within the past 2-3 years.</p>
<b>Current use and factors to consider</b>	<p>The facility is mainly used for residents' family events and children's parties. It is used approximately once a week at the current time.</p>
<b>Future use and specific recommendations</b>	<p>Accessibility suited to small group sessions, e.g. book clubs, discussion groups, mentoring sessions, meetings for committees, residents' groups, local community organisation events.</p> <p>The venue could be better promoted locally.</p> <p>The 'information area' could be improved and maximized. Open booking system required.</p>
<b>Current Star Rating</b>	

## Golden Lane Estate Community Centre

<b>Description</b>	A recently refurbished community centre within the Golden Lane Estate. A selection of rooms, halls and flexible spaces with a capacity of 4 up to 75 people. Full disability access to both floors and good kitchen facilities.
<b>Current use and factors to consider</b>	Since opening, the centre has seen a steady increase in the number and range of activities on offer. Golden Lane has been used to pilot several new ideas, e.g. an online booking management system and a new suite of policies and procedures.
<b>Future use and any specific recommendations</b>	Maintain and expand current range of activities on offer to the community. Learning from the best practice example of Golden Lane to be implemented across the range of community centres where appropriate. Improve signs and directions to the centre and online presence.
<b>Current Star Rate</b>	★ ★ ★

## Holloway Estate Community Centre

<b>Description</b>	Versatile space comprising a large hall with kitchenette off the main space. On the main road in central location. Additional office space currently used as storage.
<b>Current use and factors to consider</b>	Light use approximately once or twice per week during the hours of 9am and 5pm. In addition, there have been allotment spaces developed on the estate that could be tied to and connected to the centre use.
<b>Future use and specific recommendations</b>	Suitable for a wide range of activities that require open space, e.g. physical activities (Zumba, Pilates, and yoga). Suitable for activities and uses aimed at children and young people, as the space is safely contained for safeguarding purposes. This venue is large enough to merit considering having dedicated staff to manage the facility outside the existing hours of use to maximize its potential.  This venue would benefit from minor cosmetic improvements.
<b>Current Star Rating</b>	★ ★

## Lammas Green Community Hall

<b>Description</b>	The hall is set within the Sydenham Hill Estate in South East London. It consists of a small hall with stage, small outside play area and kitchen facility. The hall is in a generally good state of repair.
<b>Current use and factors to consider</b>	This facility is currently used as a nursery between the hours of 9 am and 3pm, 5 days per week. Due to the nursery use and the location being off the main road, within a residential area, there is a limit to the range of additional activities that will be suitable to take place here.
<b>Future use and specific recommendations</b>	The space is well used. To increase use, consider storage provision to enable some space to be cleared which would enable fuller use in the school holidays. Alternatively, other child and baby orientated activities would complement the current use. Decoration will be needed within the next 3 to 5 years.
<b>Current Star Rating</b>	★ ★

## Windsor House Community Centre

<b>Description</b>	Windsor House has a stand-alone community centre in a residential area. This is a versatile space with a great deal of potential. There is a main hall/room space with a capacity of 40 people. A kitchen and side room has storage for tables and chairs. There is a ramp to access the building. The condition of the space is basic at the current time and it needs cosmetic improvements to its appearance.
<b>Current use and factors to consider</b>	An agreement was signed with a nursery to use it on weekdays during term times. Before this, use was very light.
<b>Future use and specific recommendations</b>	The centre has been enhanced internally, with new toilet and kitchen facilities added recently.  This space would be suitable for a diverse range of activities, e.g. community meetings, afterschool clubs or fitness sessions.
<b>Current Star Rating</b>	★ ★

## York Way Community Centre

<b>Description</b>	Self-contained community room to accommodate up to 20/30 people with open plan reception. There is also a small garden space that is securely fenced off.
<b>Current use and factors to consider</b>	Current use of the space averages once or twice per week. The nature of the room size and layout, along with the outside contained space, lends itself to smaller groups of people – perhaps parent and carer's groups with under 5's where the space is contained. The condition of the venue at the current time needs improvement to ensure that it is suitable for open hire. The layout of the space is open which again lends itself to small groups and use by children and young people.
<b>Future use and specific recommendations</b>	This facility, in the short term, may well be best used by licensing to a single purpose provision such as a play group or nursery due to the size, layout and addition of outside contained space. Decoration would improve the atmosphere and look of the space significantly.
<b>Current Star Rating</b>	★ ★

## Current Position

- The tasks of bookings, hire, cleaning, and maintenance at most of the community centres are part of the running of the estates and so fall under the responsibility of the estate teams employed by Housing Services
- Local decisions have resulted in a variety of procedures and ways of working, not all of them effective
- Except for a few centres, most of the use is ad-hoc and confined to one-off bookings by residents
- There is currently no framework for monitoring performance and no agreed measures of activity that will allow us to judge whether the centres are meeting local needs
- Some of the community centres require maintenance to bring them up to a better standard, in some cases the cost might be significant
- There are some informal arrangements through which resident-led groups manage the community hall or have unrestricted access to it. This has business risk implications
- As of 2018/19, none of the community centres makes a profit, so all seven are subsidised by the Housing Revenue Account. While it is not necessary for a profit to be made, the Housing Service should examine ways of reducing reliance on the Housing Revenue Account where this is achievable and where it can bring benefits to the community
- Some centres have relatively high demand, but resource limitations mean that the potential cannot be realised
- Some community centres have relatively low demand and, even with further promotion, may struggle to attract more use

# Making Positive Changes

## Centre Management

The current culture of hire and management can be described as 'informal' or relaxed. Through this strategy, we will introduce a change of culture, to promote more professional and efficient management of the facilities. This is not a criticism of staff but a recognition that the community centres' potential is more than can be managed within the current staff roles and task descriptions in some of the facilities.

We will explore increased staffing option for the bigger centres where there is more potential, so that they can be open more consistently for longer hours and offer a wide and increased range of activities.

The issue of future staffing requirements can be considered either by looking at each space individually, or alternatively, spaces could be grouped where they are geographically close together, when assessing staffing options.

## Charges and pricing

Currently, there are inconsistencies between locations for the venue hiring charges, payment methods, and the advertising or promotion of the facilities.

We will consider how we can improve our procedures and implement a more transparent pricing structure. We will also consider ways of reducing the administrative burden on staff around handling cash payments for hall hire.

## Income

At present, the community centres managed by the Housing Service cost more to run than they generate in income. Income increased significantly in 2018/19 with the improvements made at Golden Lane Community Centre.

Most centres are used only occasionally, averaging one or two bookings per week.

While it is not necessary for community assets such as these to make a profit, increasing income would reduce the cost to the Housing Revenue Account and reduce the amount charged back to leaseholders.

## Range of activities

There is no rationale about the nature, types, or range of activities being offered through the community centres and what purpose they serve. The use is predominantly reactive and consists of children's parties by the residents or a small number of social and leisure activity booking.

Community spaces could be used more proactively and strategically to fulfil different elements of our Corporate Plan.

The range of activities should better reflect the priorities of residents living on the estates and link to our community engagement strategy.

## Promotion and Online Presence

We will consider ways in which we can promote the use of our centres by residents and local charities or businesses, including by making relevant information available online and enabling online booking at busier centres.

## Community Benefit/Priorities

As part of our community engagement work, we will involve residents in the running of their local centre where possible.

The Advisory Board model used at Golden Lane is one example of successful resident engagement in this area. Other centres, such as Avondale Square, may benefit from a similar model.

## Alternative Management Arrangements

In some circumstances, it may be sensible to hand over a centre (or part of a centre) to a third party, under a lease, tenancy or licence.

This model has been successful at Lammis Green, where a private nursery has a licence to use the facility between certain hours, assuring an income to the Housing Revenue Account while meaning the hall is still available outside those hours.

We will consider the suitability of similar arrangements, or more formal lease agreements, as necessary.

A lease or licence for a centre could be granted to a limited company, a registered charity, a social enterprise or social business company (Charitable Incorporated Organisation or Community Interest Company).






## Appendices

### Appendix One

#### Community Space Condition Rating System

In order to make consideration of future hire rates easier, and to prioritize the relative importance of any refurbishment required, a system of star ratings is to be introduced.

The star rating is based on a first visual impression of each centre and can be reviewed following any changes at each site.

-  The resource has very good facilities, good accessibility and is decorated to a good or very good standard
-  The resource is in an acceptable condition and state of repair, but it may be less well equipped than a 3-star space
-  The resource is of acceptable standard to use but it needs decoration, and/or it has limited facilities and disabled access. Could benefit from improvement

#### Setting Charges for Hire

A rationale for setting hiring charges for the centres has been developed. It is intended to be flexible and will form the basis of our charges, which can then be adjusted according to local circumstances and demand.

The charges for any given community centre will consider:

- ☐ **Market rates and the cost of similar hire in the local area**
- ☐ **Location (ease of access/possible footfall and demand)**
- ☐ **Condition of the centre and the facilities available**

The hourly charge will be calculated from a **standard rate**, which is arrived at by looking at the factors above. The 'cost if similar hire' may be taken from a comparable City of London facility if no local comparison can be made.

This standard rate is then increased or decreased according to the star rating of the facility and special factors such as accessibility.

The charges will be reviewed annually by the Housing Service and reasoning given for the identified standard rate, plus any departure from that figure.

Other special factors may be considered when setting the rates, including the popularity or frequency of hire and whether the facility is making a profit.

## **Discounts**

Discounts may be applied in some circumstances. Current practice varies by location and will be reviewed.

At present, discounts are generally offered to residents, local constituted community groups and local charities.

Some free use is also given, for instance when an activity brings benefit to the estate or a resident-led event is organised.

We will update our Community Centres Policy once this review is complete.

## Appendix Two

### Action Plan

Our aims and how we will measure success

#### Aim One: Sustainable Management

OBJECTIVE	MILESTONES	TARGET DATE	MEASURE
1. Formulate a clear plan for managing revenue	<ul style="list-style-type: none"><li>• Create a clear pricing system for hire of our facilities</li><li>• Ensure standard processes are in place for administering Charges, including discounts</li><li>• Consider opportunities for enhancing revenue at specific locations</li><li>• Review community centre income, fees and charges regularly in accordance with financial regulations</li></ul>	July 2019  December 2019  March 2020  Ongoing	<ul style="list-style-type: none"><li>• Production of pricing schedule and rationale</li><li>• Production of process for revenue collection</li><li>• Housing Service to review options and consult as required</li><li>• Evidence of annual review of charges, with report to relevant Committee</li></ul>
2. Create appropriate policies to enable better management	<ul style="list-style-type: none"><li>• Put in place a Community Centres Policy that describes how we will manage the facilities</li><li>• Have clear procedures for community centre management, which staff know how to use</li><li>• Publicise policies and terms to users</li></ul>	Complete  September 2019  Complete	<ul style="list-style-type: none"><li>• Community Centres Policy approved by Committee March 2019</li><li>• Procedures drafted and training delivered</li><li>• Policy online and available at estate offices</li></ul>

3. Long-term arrangements are appropriately managed	<ul style="list-style-type: none"> <li>• Ensure that any long-term arrangements are reviewed at regular intervals and income is reconciled appropriately</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Evidence of regular reviews held by Housing Service senior management</li> </ul>
	<ul style="list-style-type: none"> <li>• Make decisions on long-term arrangements which safeguard the City's and residents' interests</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Evidence of decisions or approval by relevant officers/committee(s)</li> </ul>
	<ul style="list-style-type: none"> <li>• Involve residents in decisions around entering into such arrangements</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Evidence that residents have been involved or consulted as required</li> </ul>

## Aim Two: Community Benefit

OBJECTIVE	MILESTONES	TARGET DATE	MEASURE
4. Promote the use of the centres	<ul style="list-style-type: none"> <li>Improve the information available online about our centres and what activities are being held there</li> </ul>	March 2020	<ul style="list-style-type: none"> <li>Include page, or pages, on improved corporate website</li> </ul>
	<ul style="list-style-type: none"> <li>Publicise facilities in resident publications</li> </ul>	March 2020	<ul style="list-style-type: none"> <li>Articles appear in publications or on social media</li> <li>Evidence of advertising, promotion or publicity</li> </ul>
	<ul style="list-style-type: none"> <li>Promote the use of the centres on our estates and to potential hirers</li> </ul>	March 2020	
5. Use our centres to benefit our communities	<ul style="list-style-type: none"> <li>Use our community centres to deliver activities that promote social inclusion, personal wellbeing and community cohesion</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Evidence of delivery of Community Engagement Strategy</li> <li>Inclusion of these aims in Community Engagement Strategy and evidence of delivery</li> <li>Completion of consultation on resident priorities for spaces</li> </ul>
	<ul style="list-style-type: none"> <li>Support resident groups to deliver activities and events in the centres</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Use our centres as bases from which to deliver community engagement activities and consult residents on housing management</li> </ul>	Ongoing	
		Ongoing	

	<ul style="list-style-type: none"> <li>• Support the use of volunteering through our community centres</li> <li>• Consult with residents to ensure that their priorities for the centres are reflected in what happens there</li> </ul>	July 2020	
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## Aim Three: Better Facilities

OBJECTIVE	MILESTONES	TARGET DATE	MEASURE
6. Ensure our facilities are clean, safe and welcoming spaces	<ul style="list-style-type: none"> <li>• Survey our buildings and create an asset management plan for the community centres, covering minor repairs and more extensive works</li> <li>• Put in place appropriate cleaning arrangements, including contracts at centres with heavier use</li> </ul>	<p>March 2020</p> <p>Complete</p>	<ul style="list-style-type: none"> <li>• Production of an asset management plan</li> <li>• Evidence of contract monitoring and estate inspections</li> </ul>





<b>Committee:</b> Housing Management and Almshouses Sub Committee	<b>Date:</b> 22/07/2019
<b>Subject:</b> Tenancy Visits Project Final Report	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Dean Robinson, Tenancy Visits Project Manager	

## Summary

This report informs Members of the outcome of the Tenancy Visits Project. The aims of the project were to:

- improve the quality of data held on the City's housing management information system, which is used to plan and deliver services
- improve future communication and engagement with residents by updating electronic contact details and preferred methods of communication,
- help ensure proper and efficient use of housing assets by identifying instances of:
  - tenancy fraud,
  - misuse,
  - disrepair, and
  - unauthorised alteration of properties

The project also aimed to look at the under-utilisation (including illegal sub-letting, non-occupation, under-occupation) of properties.

## Recommendation

Members are asked to:

- Note the report

## Main Report

### Introduction

1. It was decided by the Departmental Leadership Team to implement a comprehensive one-off tenancy visits project to improve baseline data across all the 1,934 City of London Corporation (COL) tenanted properties within a six-month timeframe. The programme was to provide essential service and other

information to all households and identify new ways to enable all data to be refreshed in the future.

2. In addition to the key objectives mentioned above in the Introduction, the project also set out to improve resident safety and comfort by providing advice or referral to other agencies on:
  - home and fire safety
  - repairs and maintenance
  - domestic energy advice
  - housing benefits
  - issues such as hoarding safeguarding
3. The development of the project was scheduled for two months and involved the following:
  - Recruiting and training the project manager and the tenancy visiting officers;
  - developing the tools and documents required to carry out the project;
  - designing and delivering a two-week training programme to cover all aspects of the project;
  - designing the delivery schedule for the tenancy visits programme for all properties;
4. A meeting was held with Camden Council to learn more about how they used a Key Amnesty campaign and a specially designated fraud team to conduct the visits and interviews. This meeting helped inform the approach the City of London would take for the project.

### **Privacy Impact Assessment**

5. When setting up the project, a Privacy Impact Assessment (PIA) was carried out, as the project involved the collection of personal data and special category data. The form helped to identify potential areas of risk with regards to access and storage of the data collected. Steps were taken to ensure data was only available by the Project Manager, IT and Fraud. Checks were made to ensure data was not held on devices once a survey had been submitted.

### **Ensuring GDPR compliance**

6. As Data Protection legislation in the UK changed with the introduction of the General Data Protection Regulation (GDPR) in May 2018, we had to ensure that our surveying tool, Survey Monkey, was compliant with the new regulations. A privacy notice was compiled to inform respondents of where the data was stored and for what purposes. Active consent was sought for gathering their data.

## Compiling the Survey

7. To carry out the surveys with the tenants, the Survey Monkey surveying tool was installed on iPads for the visiting officers to use in tenants' homes. The survey was tailored to meet the requirements of the visiting programme and was designed to be carried out in two parts – tenancy household information and Property & Fire Safety checks.
8. Tenancy Household survey information included:
  - Proof of Identity, photo and address proof were photographed onto the survey;
  - National Insurance number;
  - Contact details – telephone numbers, email address;
  - Preferred contact details;
  - Next of Kin contact information;
  - Sexual orientation;
  - Gender identity;
  - Relationship status;
  - Preferred language;
  - Employment status;
  - Nationality;
  - Ethnic group;
  - Religious belief;
  - Disability;
  - Details of Other people living at the address;
  - Household evacuation plan;
9. Property & Fire Safety checks included:
  - Number and exact size of bedrooms;
  - Observations of any mould/condensation/leaks/infestations/disrepair;
  - Observations of unauthorised alterations;
  - Observations of disabled adaptations;
  - Observations of potential electrical fire hazards;
  - Observations of combustible materials near or over fuse boxes, meters or gas cooker;
  - Working smoke alarms on all floors of the property;
  - Working carbon monoxide detectors in rooms with fuel burning devices;
  - Observations of any health and safety issues inside the property;
  - Observations of any health and safety issues to the tenant or general public;
  - Observations of a breach of tenancy;
  - Any questions or concerns raised by the tenant;
10. The questions included in the survey were chosen to enable the Corporation to ensure properties were being properly occupied and maintained in accordance with tenancy conditions. They also helped us to get to know our tenants and their specific needs better. The survey and visits also helped

uncover tenancy fraud, update household information where circumstances have changed and identify additional or changed needs within households.

### **Survey trials**

11. Before the official start of the project, the Project Manager carried out trial interviews with a selection of tenants to ensure the survey was appropriate and the questions were correct. The relevance and level of sensitive questions were also examined in the trials. Any changes and adjustments required were recorded and modified by the Project Manager and the Information and Systems Manager.

### **Training**

12. A two-week training programme was put in place for the visiting officers and Estate Officer using the resources and knowledge of both the Corporation's internal departments and external agencies. The training programme ran from 24 July 2018 – 3 August 2018 and incorporated the following subjects:

- Fraud awareness;
- GDPR compliance;
- Equalities;
- Customer focus;
- Smoke alarms;
- Fire safety;
- Welfare Benefits;
- Housing Needs;
- Lone Working;
- Orchard & Survey Monkey IT systems;
- Safeguarding;
- Hoarding;
- Anti-terror & Human Trafficking (provided by the City of London Police);

13. Some of the training courses were completed online using the City Learning system. The surveys were conducted using iPads and the officers were also provided with iPhones, Laptop tablets and Sky Guard personal safety devices.

### **Managing the project**

14. Tenants were first notified about the project in the Spring 2018 newsletters, which were hand-delivered to every address. We created several other publications and personalised them for each estate including posters and leaflets that were placed in estate notice boards or hand posted through tenant's letterboxes (Appendices 1 and 2).
15. The visits commenced on 6 August 2018 at Isleden House sheltered scheme. This was agreed so that the estate staff could assist the visiting officers and use their knowledge and experience to ensure the visiting officers were supported. Vulnerable tenants were visited with a visiting officer and the

scheme manager. The local estate officers also attended interviews and carried out surveys.

16. The order the estates were visited was:

- i. Isleden House – both sheltered and general needs
- ii. Windsor House
- iii. City of London Almshouses
- iv. Harman Close - sheltered scheme
- v. York Way Estate
- vi. Holloway Estate
- vii. Dron House
- viii. Middlesex Street Estate
- ix. Horace Jones House
- x. Southwark Estate
- xi. William Blake Estate
- xii. Sydenham Hill Estate
- xiii. Avondale Estate
- xiv. Golden Lane Estate - tenanted properties/trial leasehold survey

17. The Project Manager organised and scheduled the daily visits and appointments and recorded the outcome of visits made. Each tenant was visited at least three times.

18. If the tenant was not home for the first visit, a calling card was posted requesting contact within two days to make an appointment for an interview with the visiting officers (Appendix 3).

19. If the tenant did not respond, a second visit was carried out and if the tenant was not at home, a letter was posted with more details of the project and what was required. The letter gave the tenant seven days to contact the visiting team to arrange a visit.

20. If after seven days there was still no contact, a third visit was made to the tenant with a formal addressed and sealed letter advising them to contact the visiting team or formal action may follow. Tenants who did not comply with the visits were referred to the Fraud team and Estate Managers. An outline of the above process can be found in Appendix 4.

21. Each visit was logged and the outcome recorded to ensure that the appointments, visits and re-visits were carried out in line with the timeframe given in the letters. Managing the visits in this way meant each estate could be monitored and completed before moving on and ensured visiting officers were proceeding at the correct pace.

## **Housing Management Issues**

22. Identifying possible hoarding was part of the visiting officers' training and they were provided with the "Clutter Image Rating" sheet. This sheet gives a 1-9 rating of clutter in a room.
23. Before visiting the estates, local Estate Officers compiled lists of vulnerable tenants, tenants who should not be visited alone and tenants who may be hoarders (and the level of hoarding). New cases discovered by the visiting officers were referred to the local estate offices.
24. The visiting team worked closely with the City of London Fraud team. Any suspicions of fraud identified during interviews were referred to the Fraud team and the local estate office. Part of the survey involved requesting every tenant provide two forms of proof of identity, one photo ID and something that shows the address. Whatever proof of identity shown was scanned onto the Survey Monkey survey.
25. There were over 100 tenants referred to the Fraud team for not responding to the visits. Working closely with the Fraud team, the visiting officers discovered a fraudulent tenant who lived abroad. The tenant decided to relinquish possession of the property rather than go through the formal process of being interviewed. This property has now been handed back to the Corporation and has been re-let to a new tenant.

## **Fire Safety**

26. Tenants were very keen to have the Fire Safety checks carried out and were grateful to have the advice and signposting for further information. They were also handed a flyer with domestic fire safety advice, links to consumer advice on faulty appliances (including product recall information) and information on the City's Fires Safety Protocol.
27. Where officers had concerns about potential fire hazards in the homes they were visiting, they were able to alert Estate Managers for further investigations to be undertaken.

## **Corporate & Strategic Implications**

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

## **Conclusion**

29. The visits project was very successful and exceeded the projected target of 95% of tenants completing the survey by 0.4%. During the project there were

challenges with the survey and how the team delivered and recorded the results, however these were successfully resolved.

30. The Tenancy Visits project has also provided the Corporation with a better understanding of its tenant profile (Appendix 5).

31. Future tenancy visits can now be carried out using the technology used on the project and adapted for any future changes that may happen as a result of the project. The information the project gathered may also have a long-term effect for the supply of housing and help sustain tenancies. The internal links developed with the fraud, housing needs, and estate teams may improve the services provided to tenants as well.

32. The project has met the original aims and targets set:

- to improve and update the quality of tenancy and personal data on the Orchard housing management information system;
- To improve communication and engagement with residents by updating electronic contact details and preferred methods of communication; and
- To help ensure proper and efficient use of housing assets by identifying instances of tenancy fraud, misuse, disrepair or unauthorised alteration of properties

## **Appendices**

- Appendix 1 – Project publicity posters
- Appendix 2 – Project publicity leaflets
- Appendix 3 – Calling cards
- Appendix 4 – Visits flowchart
- Appendix 5 – Key Statistics

### **Dean Robinson**

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# GETTING TO KNOW YOU!



## City of London Corporation Tenancy Visits

We are coming to your estate soon to carry out mandatory Tenancy Inspection visits. Watch this space for more information nearer the time.

Further details can be found on our website ..... or contact Dean Robinson, Project Manager on **020 7332 1653** or email: [dean.robinson@cityoflondon.gov.uk](mailto:dean.robinson@cityoflondon.gov.uk)

If you believe tenancy fraud may be occurring at a City of London property, please contact your estate manager or the Corporation's hotline on: **020 7332 3663**.



## GETTING TO KNOW YOU MIDDLESEX STREET ESTATE from 1st October 2018

### City of London Corporation Tenancy Visits

Just to let you know we are starting our Tenancy Inspection visits

Further details can be found on our website

[www.cityoflondon.gov.uk/tenancyvisits](http://www.cityoflondon.gov.uk/tenancyvisits)

If you believe tenancy fraud may be occurring at a City of London property, please contact your estate manager or the Corporation's hotline on: **020 7332 3663**.

or if you wish to make an appointment, contact Dean Robinson, Project Manager on **020 7332 1653** or email: [tenancy.visits@cityoflondon.gov.uk](mailto:tenancy.visits@cityoflondon.gov.uk)



## GETTING TO KNOW YOU AVONDALE SQUARE ESTATE from 10th December 2018

### City of London Corporation Tenancy Visits

Just to let you know we are starting our Tenancy Inspection visits

Further details can be found on our website

[www.cityoflondon.gov.uk/tenancyvisits](http://www.cityoflondon.gov.uk/tenancyvisits)

If you believe tenancy fraud may be occurring at a City of London property, please contact your estate manager or the Corporation's hotline on: **020 7332 3663**.

or to make an appointment, contact Dean Robinson, Project Manager on **020 7332 1653** or email: [tenancy.visits@cityoflondon.gov.uk](mailto:tenancy.visits@cityoflondon.gov.uk)

## City of London Corporation Tenancy Visits



## GOLDEN LANE ESTATE

EC1Y

From the **18th February 2019**  
To book your tenancy visit call  
**020 7332 1653**

Further details can be found on our website

[www.cityoflondon.gov.uk/tenancyvisits](http://www.cityoflondon.gov.uk/tenancyvisits)  
Or email: [tenancy.visits@cityoflondon.gov.uk](mailto:tenancy.visits@cityoflondon.gov.uk)

If you believe tenancy fraud may be occurring at a City of London property, please contact your estate manager or the Corporation's hotline on: **020 7332 3663**.



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# TENANCY VISITS

## GETTING TO KNOW YOU



### WHAT IS A TENANCY VISIT?

Over the next six months we will be visiting all our tenants in their homes. This is to make sure our homes are safe and that people living in our homes are keeping to the terms of their tenancy agreements.

### WHAT HAPPENS AT A TENANCY VISIT?

We will make sure the information we have about you and whoever lives with you is up to date, including any emergency contact information. We will complete a standard form with you to ensure we have the most up to date information on you and anyone who lives with you. For more detailed information on what we will be doing, please see our web page: [www.cityoflondon.gov.uk/tenancyvisits](http://www.cityoflondon.gov.uk/tenancyvisits).

We will need to see your identification which we will photograph and put on your tenant file. This will include one government issued I.D. (passport/ driving license) with a photograph and one with your name and address.

We will carry out a brief inspection of both the inside and outside of your home and may need to take some photographs and measurements. This means that we have a record of any repairs alterations and adaptations. We will also have accurate information to enable applicants to make better informed decisions when bidding for a suitable home.

We will discuss any support needs you may have that you are currently not receiving and give advice on welfare benefits and other housing services. We will also provide information on Fire Safety and check your smoke detectors and carbon monoxide alarms.

If you have any concerns or questions about the tenancy or the visit programme please contact the Project Manager Dean Robinson on 020 7332 1653 or email: [tenancy.visits@cityoflondon.gov.uk](mailto:tenancy.visits@cityoflondon.gov.uk) or visit our website: [www.cityoflondon.gov.uk/tenancyvisits](http://www.cityoflondon.gov.uk/tenancyvisits)



### WHY ARE YOU ASKING FOR THIS INFORMATION?

We need to make sure that the information we hold about all our residents is accurate and up to date so that the services we provide are meeting the needs of all residents.

We also want to be sure that our homes are being properly used and occupied and that there is no fraud or other illegal activity taking place. You have responsibilities as part of your agreement with City of London Corporation, and the tenancy visit gives us an opportunity to discuss these with you and make sure we know if you need any help.

If tenancy fraud or property misuse is identified during the visit, we may need to take further action. If you suspect tenancy fraud, please contact your estate manager or report it anonymously to the City of London Fraud hotline on 020 7332 3663.



### HOW WILL IT BE MANAGED?

We will be in touch with you again shortly before we start visits on your estate. If you are not in when we call, we will leave a card, so we can arrange to visit when you are in. Occasionally we may do out of office hours. Our visiting officers will always have I.D. with them.

### DO I HAVE TO ALLOW THE VISIT?

Yes, access to your home is mandatory and as your landlord, we have a right to enter and inspect our homes and an obligation to know who lives in them. If there are any special circumstances that we need to be aware of, please let us know as soon as we contact you. If you have a pre-arranged appointment, we will expect you to let us know as soon as possible if you can't make it for any reason.

### HOW LONG WILL IT LAST?

The visit will take approximately forty-five minutes although the times may vary depending on circumstances.



# TENANCY VISITS

## GETTING TO KNOW YOU SOUTHWARK ESTATE from 15th October 2018



# TENANCY VISITS

## GOLDEN LANE ESTATE EC1Y



Your tenancy visits are starting on

**18th February 2019**

**020 7332 1653**

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**Sorry we missed you!**



WE CALLED BY TODAY, TO INTERVIEW YOU REGARDING YOUR TENANCY, FIRE SAFETY AND TO DISCUSS THE CITY OF LONDON CORPORATION'S ONGOING SERVICE IMPROVEMENT.

As you were not at home, please telephone us on this number: ..... or contact the visiting team at your Estate Office to make an appointment within the next 48 hours for us to come to your home.

City of London Corporation Visiting Officer, .....

Please call or visit your local Estate Office >>>





**Sorry we missed you!**



WE CALLED BY TODAY TO INTERVIEW YOU REGARDING YOUR TENANCY, FIRE SAFETY AND TO DISCUSS THE CITY OF LONDON CORPORATION'S ONGOING SERVICE IMPROVEMENT.

Time: .....  
Date: .....  
Address: .....  
Visiting Officer: .....

As you were not at home, please telephone us on this number: ..... or contact the visiting team at your Estate Office to make an appointment within the next 48 hours for us to come to your home.

Please call or visit your local Estate Office >>>

MISSED APPOINTMENT





**GOLDEN LANE ESTATE**  
EC1Y

**020 7332 1653**

**Tenancy Visits - Sorry we missed you!**



**GOLDEN LANE ESTATE**  
EC1Y

We called by today, to interview you regarding your tenancy, fire safety and to discuss the City of London Corporations ongoing service improvement.

As you were not at home, please telephone us on this number to make an appointment

**020 7332 1653**

Or contact the Visiting Team at your Estate Office to make an appointment within the next 48 hours for us to come to your home.

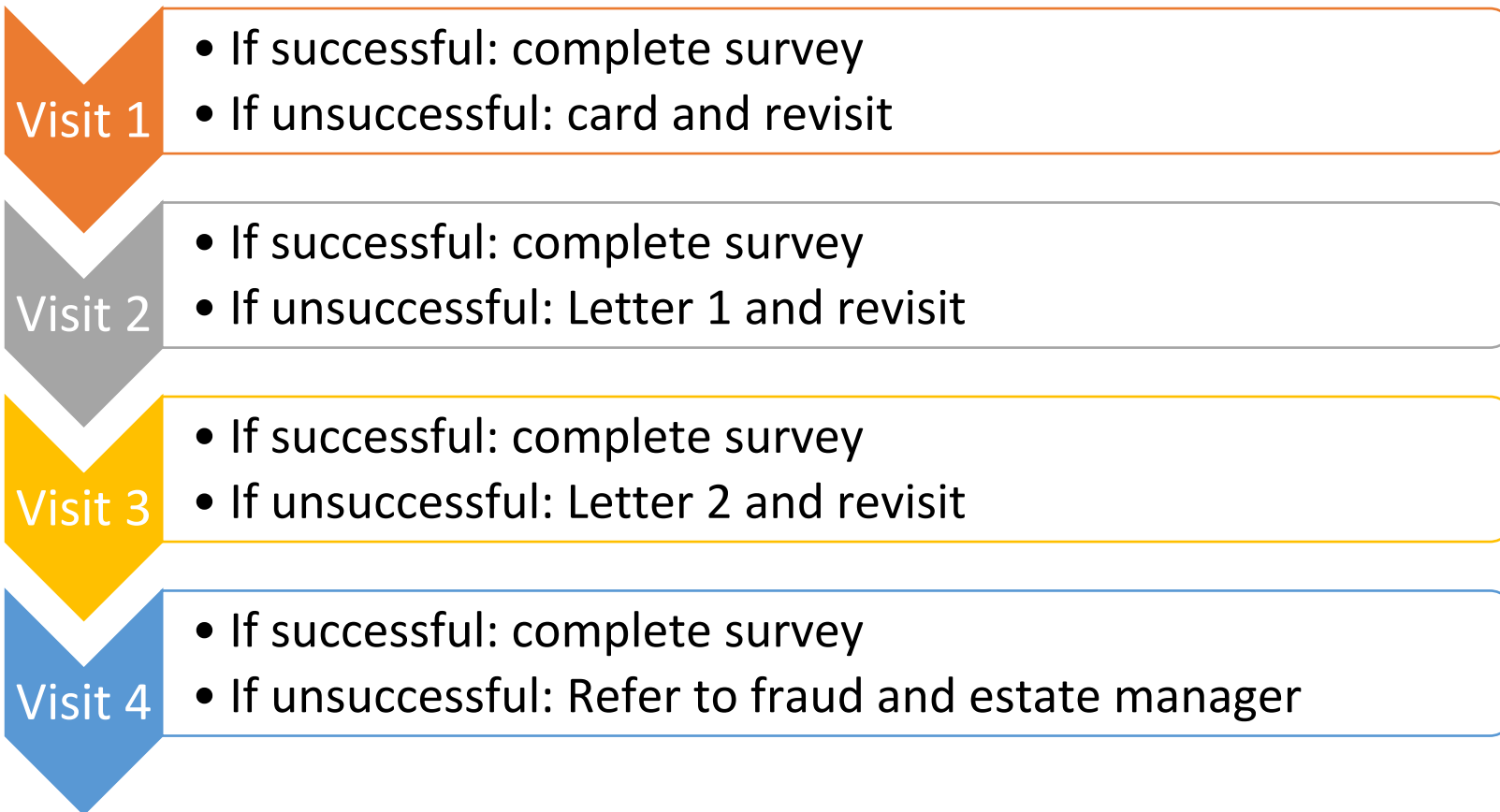
City of London Corporation Visiting Officer:



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## Tenancy visits project – Visits flowchart - Appendix 4



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# Tenancy Visits Project

Key statistics from the data gathering exercise

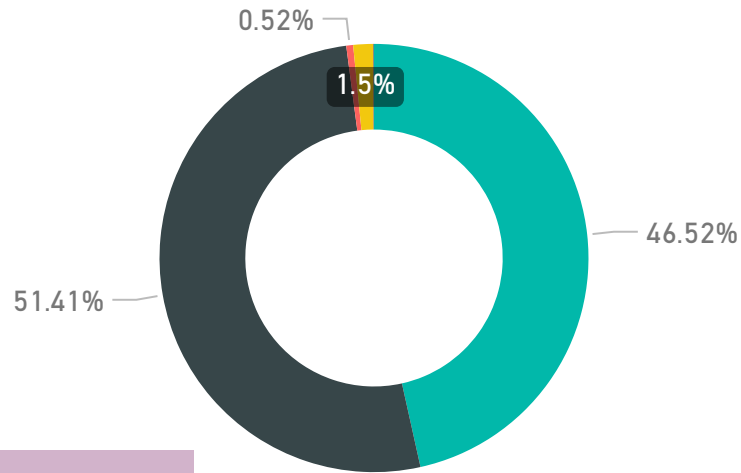
Total Door Knocks

4669

Total Surveys Conducted

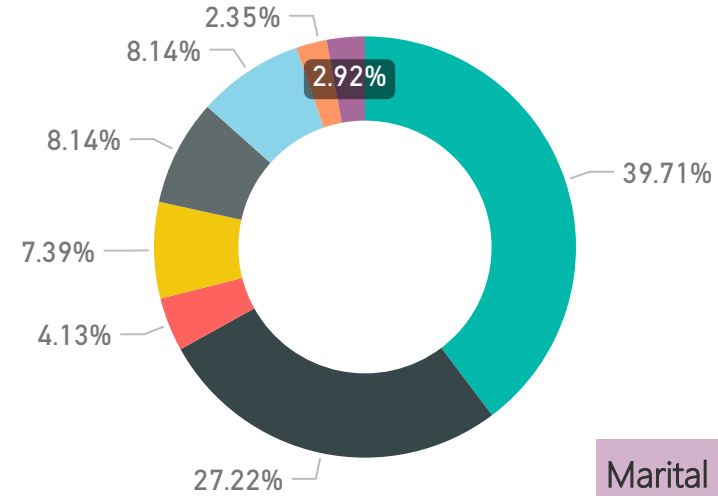
1870

- Male
- Female
- Transgender
- Prefer not to say
- Other



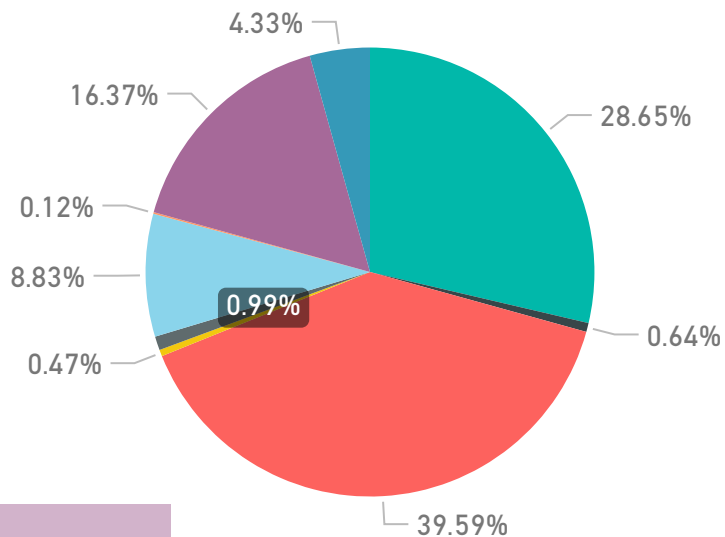
Gender Breakdown

- Single
- Married / Civil Partne...
- Separated
- Divorced
- Widowed
- Cohabiting
- Other
- Prefer not to say



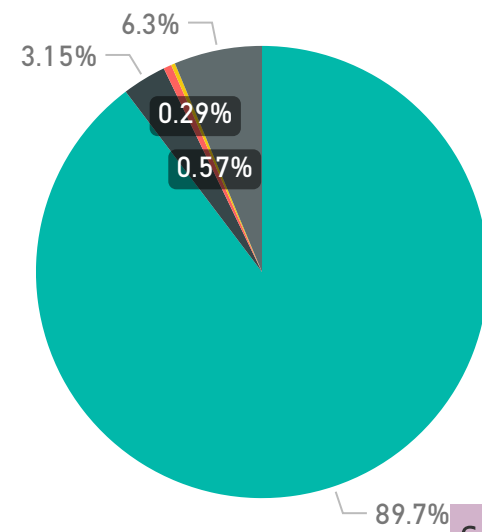
Marital Status Breakdown

- None / No religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Other
- Prefer not to say



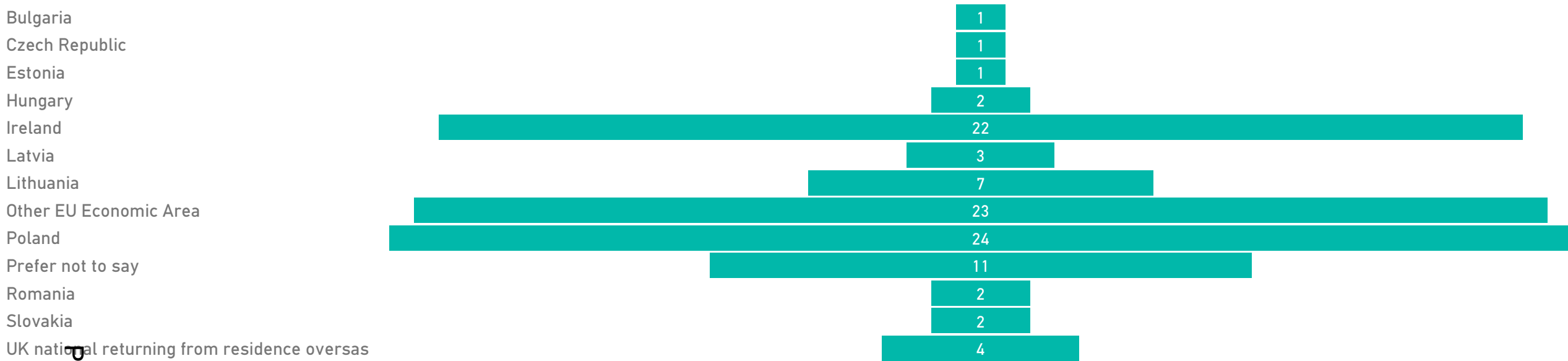
Religious Belief Breakdown

- Heterosexual
- Gay / Lesbian
- Bisexual
- Other
- Prefer not to say

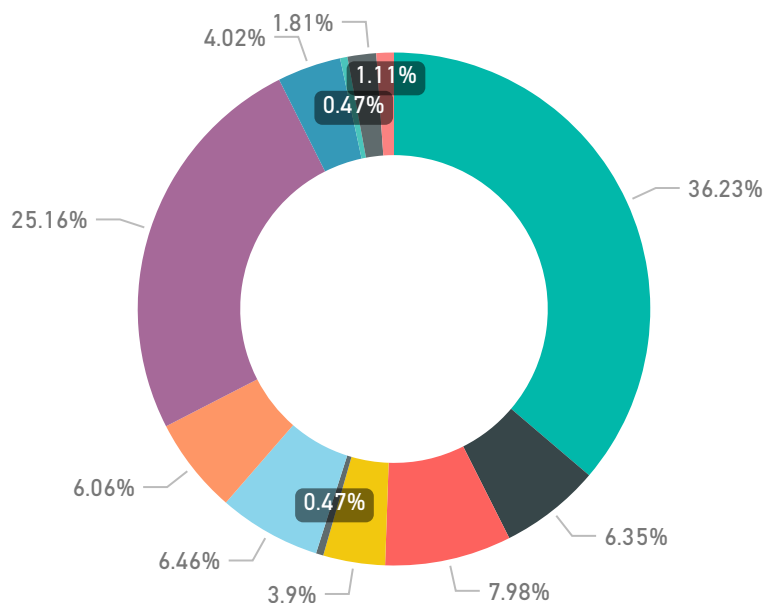


Sexual Orientation Breakdown

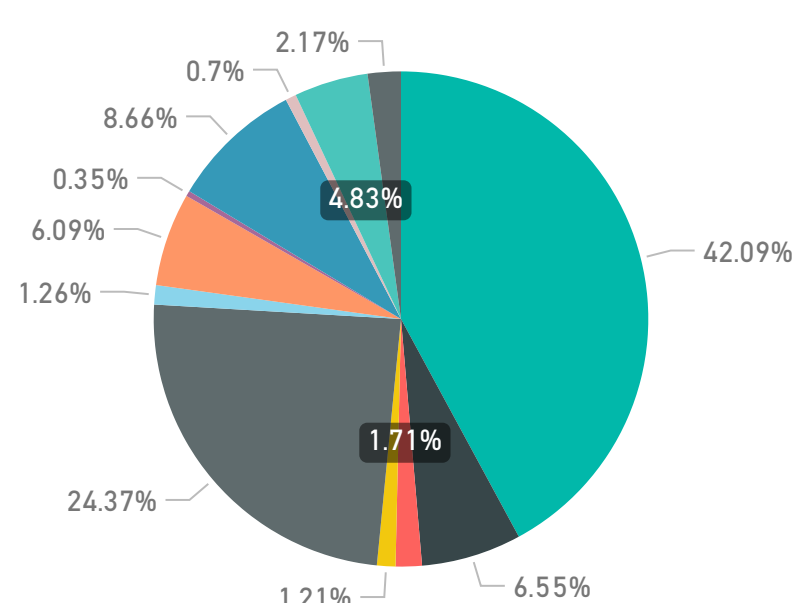
Nationality Breakdown (UK National Resident in UK [totaling 1460] and Other [totaling 180] not included)



- Page 74
- Employed fulltime
  - Employed p/t < 16 h...
  - Employed p/t > 16, <...
  - Self-employed
  - Full-time student
  - Jobseeker
  - Unemployed
  - Retired
  - Unable to work
  - Apprenticeship
  - Contract work / seaso...
  - Other
  - Prefer not to say

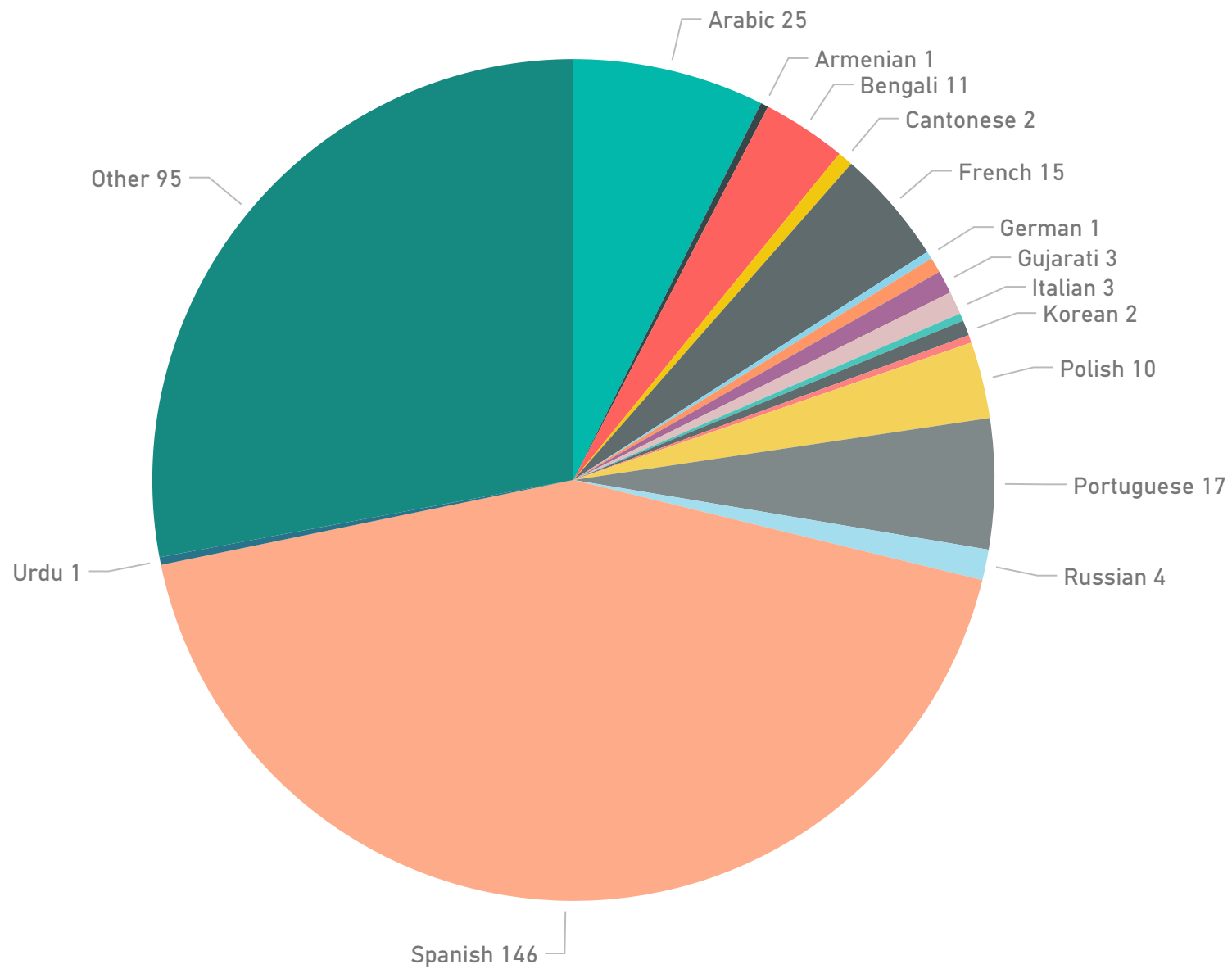


Economic Status Breakdown



Ethnicity Breakdown

- White - British/Irish
- White - European EU
- White - European Ot...
- White - Any Other Ba...
- Black or Black British
- Mixed
- Asian or Asian British
- Chinese
- Latin American
- Arab
- Other
- Prefer not to say



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<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Date:</b> 22/07/2019
<b>Subject:</b> Parking Charges Review	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Decision</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## Summary

Members approved the Estate Parking and Storage Sheds Policy at Committee on 24<sup>th</sup> September 2018. The covering report contained information regarding the discount given to disabled parking users on our Housing Revenue Account (HRA) housing estates.

Members requested more information regarding current estate parking arrangements to enable them to decide on the level of discount to be awarded to disabled parking users. This report provides Members with further detail on current parking spaces, usage levels and the different charges applied.

Following a review of parking charges on the Housing Service's estates, it is proposed that the charges are gradually harmonised across different locations.

## Recommendations

Members are asked to:

- Note the report
- Consider the current arrangements for disabled parking charges and advise officers which option they prefer in paragraph 18

## Main Report

### Background

1. There are 1,060 parking facilities of various types across the City of London's housing estates. This figure includes standard car parking spaces, disabled parking spaces, garages and motorcycle bays. In total there are 605 car parking spaces and 384 garages across our estates. It should be noted that not every estate has parking facilities.
2. Members requested more information on parking charges generally to enable them to decide whether to increase the discount for disabled users or maintain it at 50%, the rate applied since 2013.

3. All parking facilities attract a weekly charge, which varies by estate. Current charges are shown in Appendix 1, Table 1. The income from these charges goes to the Housing Revenue Account (HRA). At current figures, the total expected income for 2019/20 is £363,117.44.
4. The charges were set some years ago and, since then, have been reviewed annually. Charges were changed in response to perceived demand and they normally remained unaltered if there was low demand at a particular estate. If demand was high, a modest increase was usually applied.
5. The use of 'demand' as a basis for reviewing charges is inexact and has resulted in some anomalies. For instance, at Avondale Square, where demand for parking is high, a parking space costs £5.51 per week for a resident. At York Way, where demand is low, the current charge is £9.21 per week.
6. It is therefore proposed that a simpler approach is taken, in which charges are gradually harmonised. Estates within the City will have the same rate and estates outside the City will have a common rate. Once a harmonious level has been reached, the charges can then be reviewed annually and increased as required in accordance with delegated authority.
7. Officers are in the process of making the necessary calculations and modelling different ways of achieving common rates while minimising the impact on the Housing Revenue Account.

### **Composition of Current Charges**

8. Members will note that charges vary by the type of facility, location and the status of the user (whether they are resident, non-resident or commercial).
9. Residents do not pay VAT on their weekly charge, as there is a VAT exemption for parking facilities let to named tenants by the same landlord. VAT is payable by non-residents and commercial users. Commercial users also pay National Non-Domestic Rates (NNDR), which is levied by the local authority.
10. An amount of £0.23 per week is included in all charges for water rates, which relates to drainage and is paid to the utilities provider.
11. Appendix 1, Table 1 also shows usage rates by location. Members will note that demand is very high on some estates, with very few unallocated spaces. On other estates, demand is low and there are a high number of 'void' spaces.

### **Disabled Parking Discount**

12. Blue or Red Badge holders receive a 50% discount on estate parking facilities, including garages. Until 2012, disabled users did not pay a charge. The decision was taken to phase in charges from April 2012 to increase revenue from these

facilities. This brought the City in line with many other London Boroughs, which offered no discount, or a limited reduction only.

13. In 2012/13, disabled users were charged 25% of the weekly cost (effectively reducing the discount from 100% to 75%); in 2013/14, this was set at 50%, where it has remained ever since.
14. As of July 2019, there are 39 users in receipt of a 50% discount. The annual cost of the concession to the Housing Revenue Account (HRA) is currently £16,407.67.

### **Arrangements in Other London Boroughs**

15. Appendix 2, Table 1, shows details of estate parking facilities in other boroughs, with the level of discount offered to disabled residents.

### **On-Street Disabled Parking**

16. Members also requested details of available disabled parking facilities on the streets adjacent to our estates. Appendix 2, Table 2 shows local authority arrangements relating to on-street parking for Blue Badge (or Red Badge) holders.
17. Appendix 2, Table 3 shows the street location of on-street disabled bays near Golden Lane and Middlesex Street Estates.

### **Disabled Parking Discount: Options**

18. Bearing in mind current arrangements, the following options are submitted for decision by Members:
  - **Option 1:** maintain the discount at 50% (current cost to HRA £16,407.67)
  - **Option 2:** increase the discount to 75%, at a further cost of £8,203.84 annually to the HRA (total cost to HRA £24,611.51)
  - **Option 3:** increase the discount to 100%, at a further cost of £16,407.67 annually to the HRA (total cost £32,815.34)

### **Implications**

19. The main implication of increasing the current discount is the loss of revenue to the Housing Revenue Account.
20. If the decision was taken to alter the discount, the Rents Team would require reasonable notice to prepare for implementation.

## **Conclusion**

21. This report outlines the current charges for parking facilities on City of London HRA housing estates. Comparative data is provided relating to the charges in other local authority areas, as well as arrangements for disabled parking on the highway.
22. It is proposed that officers gradually simplify parking charges at different locations and, once this is achieved, the charges can be reviewed annually as normal and any inflationary increased applied.
23. Options for maintaining or increasing the current rate of disabled parking discount are provided and Members are asked to indicate their chosen option.

## **Appendices**

- Appendix 1 – Details of estate parking charges on CoL estates
- Appendix 2 – Details of estate parking charges in other London Boroughs, including information on discounts applied

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APPENDIX 1

**Table 1 - Parking Spaces – Charges for CoL Tenants and Leaseholders**

Figures correct as of 1/7/19.

<b>Estate</b>	<b>Annual Cost*</b>	<b>Weekly Charge</b>	<b>With 50% Discount Annual/ Weekly</b>	<b>Total Spaces</b>	<b>Voids</b>	<b>Void %</b>
Avondale Square	£286.52	£5.51	£143.26 £2.76	134	6	4.5%
Golden Lane	£829.92	£15.96	£414.96 £7.98	29	13	44.8%
Holloway	£501.28	£9.64	£250.64 £4.82	74	37	50%
Middlesex Street	£1,050.40	£20.20	£525.20 £10.10	98	74	75.5%
Southwark	£487.76	£9.38	£243.88 £4.69	22	3	13.6%
Sydenham Hill	£327.08	£6.29	£163.54 £3.15	19	8	42.1%
William Blake	£611.00	£11.75	£305.50 £5.88	33	15	45.5%
York Way	£478.92	£9.21	£239.46 £4.61	196	87	44.4%
<b>TOTALS</b>				<b>605</b>	<b>243</b>	<b>40.2%</b>

\*Cost shown is for a standard parking space. Total spaces figure includes all spaces (standard and small).

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**Disabled Parking Charges**  
**Housing Management & Almshouses Sub-Committee 22/07/2019**

**APPENDIX 2**

**Table 1 – Charges and Discounts by Local Authority Area**  
**(Housing Estate Parking Permits)**

<b>Authority</b>	<b>Charge (Residents)</b>	<b>Disabled Discount</b>	<b>Comments</b>
City of London Corporation	£829.92 - £1050.40 annually	50%	Charges shown relate to estate parking at Golden Lane and Middlesex Street only
Hackney	£38.50 annually	100%	
Islington	£133.12 to £291.72 annually  Dependent on vehicle emissions	50%	Disabled discount increases to 100% for those on Higher-Rate Disability Living Allowance or Enhanced Personal Independence Payment
Lambeth	£31.79	None	
Lewisham	Information unavailable	100% (Blue Badge Holder)	
Southwark	First permit is free  Second £82.50 annually	None	
Tower Hamlets (Tower Hamlets Homes)	£115.96 per annum  £2.23	100% (Blue Badge Holder)	Only residents are entitled to the discount, which applies solely to parking spaces.  Garages are subject to a 50% discount.
Westminster (CityWest Homes)	£47.84 - £642.72 annually  (£0.92 - £12.36 p.w.)	None	Charge varies significantly according to location of estate

Figures taken from publicly available information and accurate at 1<sup>st</sup> July 2019

**Disabled Parking Charges**  
**Housing Management & Almshouses Sub-Committee 22/07/2019**

**APPENDIX 2**

**Table 2 – Local Authority Disabled Parking Arrangements (Street Parking)**

Note – applies to Blue Badge holders. A ‘Red Badge’ scheme applies in the City of London

<b>Authority</b>	<b>Estate</b>	<b>Blue Badge Disabled Parking Concessions</b>
City of London	Golden Lane and Middlesex Street Estates	<p>Blue Badge holders may park in:</p> <ul style="list-style-type: none"> <li>▪ Disabled bays – parking for four* hours on weekdays, no limit at weekends</li> <li>▪ In pay and display bays (payment required) – can remain up to one hour after purchased time expires</li> </ul> <p>Red Badge holders may park:</p> <ul style="list-style-type: none"> <li>▪ On single yellow lines up to 30 minutes</li> <li>▪ In any pay and display bay (free of charge)</li> </ul> <p>*six hours in some bays near St. Bartholomew’s Hospital</p>
Islington	Holloway Estate, York Way Estate	<ul style="list-style-type: none"> <li>▪ On yellow lines (absent any loading restrictions) for three hours, with badge displayed and ‘clock’ set</li> <li>▪ In resident or short-stay bays for an unlimited time</li> <li>▪ In designated disabled bays for an unlimited time (unless restrictions are displayed)</li> </ul>
Lambeth Council	William Blake Estate	<ul style="list-style-type: none"> <li>▪ On yellow lines (absent any loading restrictions) for up to three hours, provided ‘clock’ set</li> <li>▪ In resident and pay and display bays for an unlimited time</li> <li>▪ In disabled bays for an unlimited time</li> </ul>
Lewisham	Sydenham Hill (Lammas Green and Otto Close)	<ul style="list-style-type: none"> <li>▪ Parking allowed in residential parking bays and disabled parking bays</li> </ul>
Southwark	Avondale Square, South Bank Estates	<ul style="list-style-type: none"> <li>▪ any disabled bay (observe time limits on signs in short-stay disabled bays)</li> <li>▪ pay and display bays - free of charge and no time limit</li> <li>▪ shared use (permit holders or pay and display) - free of charge and no time limit</li> <li>▪ waiting restrictions (single or double yellow lines) - up to three hours, provided the clock card is displayed and set to time of arrival</li> </ul>

**Disabled Parking Charges**  
**Housing Management & Almshouses Sub-Committee 22/07/2019**

**APPENDIX 2**

**Table 3 – On-Street Disabled Parking – City of London**

This table shows the street location of public disabled parking bays near Golden Lane and Middlesex Street Estates

<b>Estate</b>	<b>Location of Parking</b>	<b>Number of Spaces</b>
Golden Lane Estate	Baltic Street West	2
	Fann Street	2
	Golden Lane	1
Middlesex Street Estate	Devonshire Square	2
	Gravel Lane	1
	Harrow Place	1
	Houndsditch	1
	Liverpool Street	1
	Middlesex Street	3

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<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Date:</b> 22/07/2019
<b>Subject:</b> Housing Update & Risk Register Report	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## Summary

This six-monthly update on Housing Service performance and management information keeps Members up to date with progress in key areas of our work. The report covers performance for the second half of the last financial year (1<sup>st</sup> September 2018 to 31<sup>st</sup> March 2019).

Members may wish to note that:

- Rent collection stood at 98.5% at the end of the year
- There were 135 new housing applications, of which 100 were accepted onto the list
- Only 2 Right to Buy applications completed during the reporting period

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. This report is presented to the Housing Management & Almshouses Sub-Committee every six months. It provides Members with an overview of Housing Service performance and progress on key issues, plus some additional information of interest.
2. This report covers the period 1<sup>st</sup> September 2018 to 31<sup>st</sup> March 2019. It is intended to give Members information on these areas of work:
  - Repairs & Maintenance
  - Estate Management
  - Revenues
  - Allocations

- Benefits
  - Complaints
3. The report will also provide an update on the risk register relating to Housing & Neighbourhoods.
  4. As previously discussed with Members, the report now has a performance dashboard attached (Appendix 1), which gives a visual summary of performance in various areas. As this is still a new way of presenting this information, officers welcome comments from Members on how useful they find the dashboard and any suggestions they may have to improve it.

## **Repairs**

5. Gas safety compliance (properties with a current valid CP12 gas safety certificate) stood at 99.84% at the end of the reporting period. The non-compliance amounted to 3 properties. Members may wish to note that compliance increased following the end of the reporting period.

## **Estate Management**

6. There were eight Right to Buy applications made during the reporting period; two sales completed during this time.
7. The Housing & Neighbourhoods Team is now using the Streetwise database and the Noise App to record and manage cases of anti-social behaviour. There were 28 cases logged during the reporting period, the main category being noise nuisance issues.

## **Revenues**

8. At the end of Q4, rent collection stood at 98.5%; current tenant arrears amounted to £191,474. Former tenant arrears were £80,884 at year end, outside the target of £65,000. This target has been reviewed and is subject to a separate report.

## **Benefits**

9. At the end of the reporting period, there were 647 households on City of London estates claiming Housing Benefit. Performance indicators are outlined in the table below.

<b>Performance indicator</b>	<b>Target</b>	<b>Q2 Performance</b>
Average time taken to process new benefit claims	<26 days	19.8 days
% New claims decided within 14 days	>90%	96.5%
Average number of days taken to process notification of changes of circumstance	<10 days	4.4 days



## **Allocations**

10. At the end of the reporting period, there were 781 households on the waiting list for accommodation.
11. A census of housing applicants was carried out during this period, with 101 applications being cancelled due to ineligibility or no response to requests for information.

## **Complaints**

12. A total of 64 complaints were received across housing management and repairs in the reporting period.
13. Members may wish to note that officers are in the process of reviewing the housing complaints process, with a view to promoting early resolution and placing more emphasis on direct contact with complainants in person, rather than via letter.

## **Risk Register**

14. The Departmental Risk Register contains several strategic risks which are either specific or relevant to the Housing & Neighbourhoods Division and/or the Barbican & Property Services Division. Having identified the key strategic risks, officers report actions already taken to mitigate against the likelihood and impact of these risks. The risk is then reassessed.
15. Each risk is then accompanied by an action plan which identifies future actions to be taken. This section of the report is intended to update Members on any action taken.
16. No red risk ratings were identified in the reporting period.
17. With reference to risk DCCS HS 001d, relating to estate inspections, significant progress has been made in this area which is not yet reflected in the risk register. Draft estate cleaning standards have now been produced and will be presented to Members shortly. An inspections regime, based around an online form, is being piloted on two estates and will be rolled out across our estates by September 2019.

## **Appendices**

- Appendix 1 – Housing Performance Dashboard
- Appendix 2 – Extract from Departmental Risk Register

**Liam Gillespie**

Head of Housing Management

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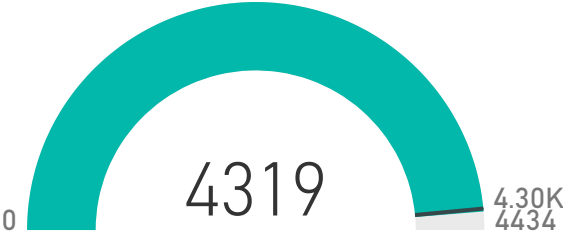
# HOUSING UPDATE REPORT | September 2018 - March 2019

OVERALL REPAIRS

Total Repairs

4434

Total Repair Completion



Overall Repair Completion Rate

97.41%✓

Goal: 97.00% (+0.42%)

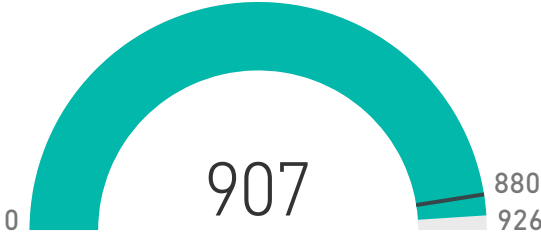
Page 91

PRIORITY ONE REPAIRS  
(COMPLETE WITHIN 24 HOURS)

Total Repairs

926

Total Repair Completion



Overall Repair Completion Rate

97.95%✓

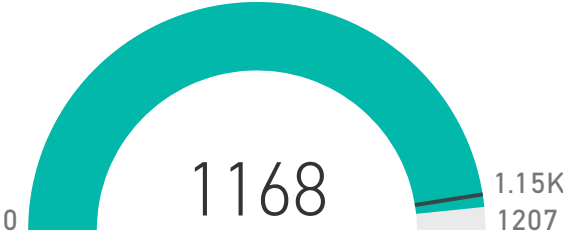
Goal: 95.00% (+3.1%)

PRIORITY TWO REPAIRS  
(COMPLETE WITHIN 3 WORKING DAYS)

Total Repairs

1207

Total Repair Completion



Overall Repair Completion Rate

96.77%✓

Goal: 95.00% (+1.86%)

PRIORITY THREE REPAIRS  
(COMPLETE WITHIN 5 WORKING DAYS)

Total Repairs

1448

Total Repair Completion



Overall Repair Completion Rate

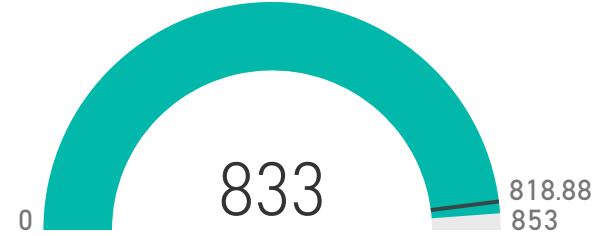
97.44%✓  
Goal: 95.00% (+2.57%)

PRIORITY FOUR REPAIRS  
(COMPLETE WITHIN 20 WORKING DAYS)

Total Repairs

853

Total Repair Completion



Overall Repair Completion Rate

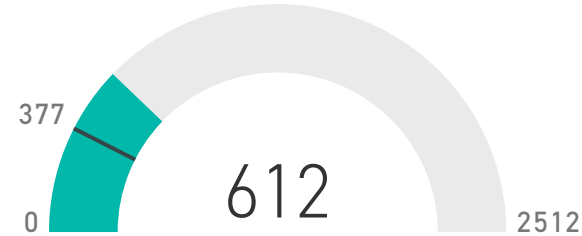
97.66%✓  
Goal: 96.00% (+1.72%)

POST-INSPECTIONS

Total Repairs

612

Total Repair Completion



Overall Repair Completion Rate

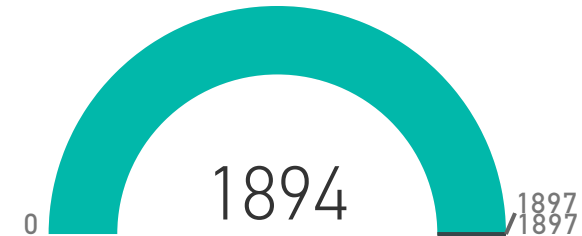
24.36%✓  
Goal: 15.00% (+62.42%)

CP-12 CERTIFICATION

Total Repairs

1897

Total Repair Completion



Overall Repair Completion Rate

99.84%!  
Goal: 100.00% (-0.16%)

HOUSING WAITING LISTS

Current Housing Waiting List

781

135

New applications

100

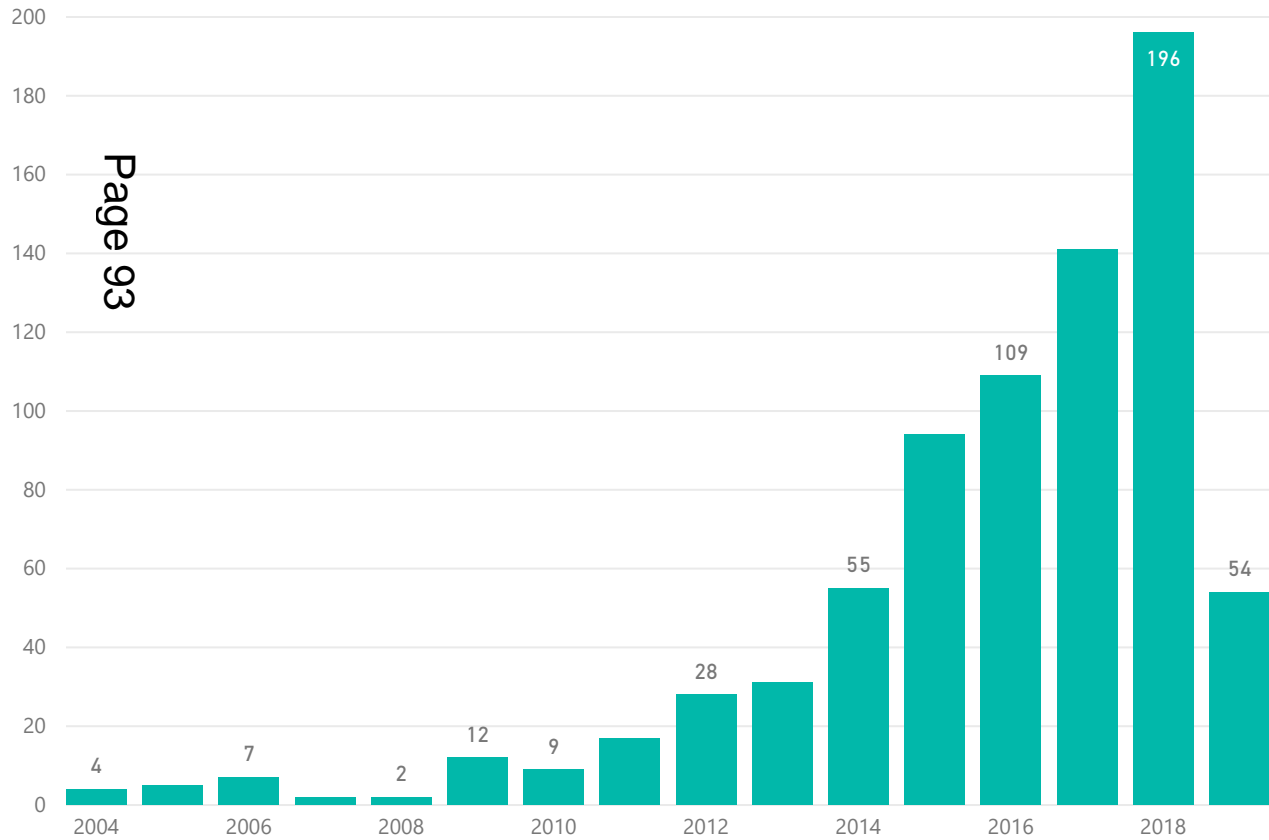
Accepted

101

Removed

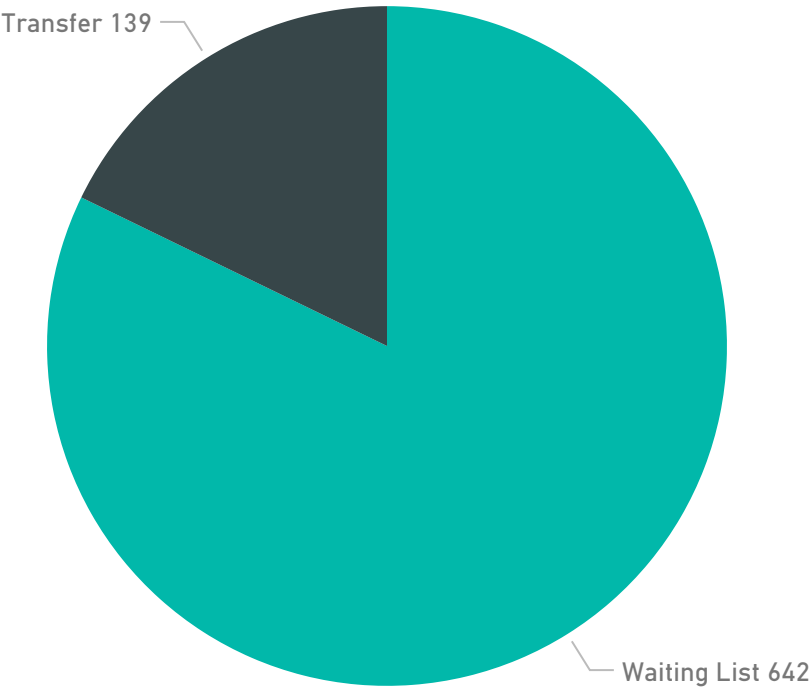
The number of removed applications include ineligible new applications as well as historic applicants who are non-responsive or no longer eligible due to a change of circumstance.

Year of Application



Page 93

Application Types



ROUTINE HOUSING VOIDS  
(NO MAJOR WORKS REQUIRED)

Total Void Properties

19

Average Days to Re-Let Property

25.05!  
Goal: 24 (-4.38%)

NON-ROUTINE HOUSING VOIDS  
(MAJOR WORKS REQUIRED)

Total Void Properties

41

Average Days to Re-Let Property

64.88!  
Goal: 24 (-170.33%)

RIGHT TO BUY APPLICATIONS

Total Right to Buy Applications

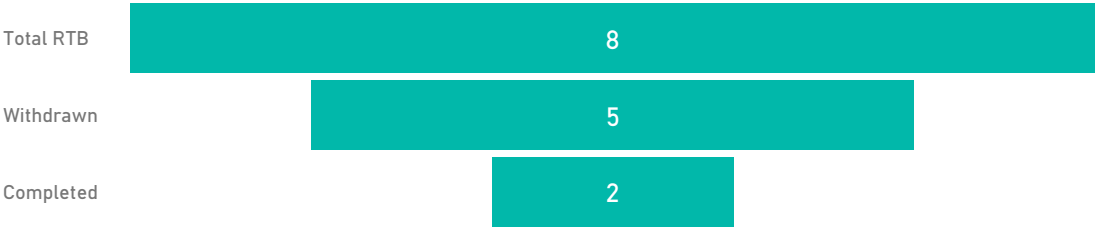
8

ANTI-SOCIAL BEHAVIOUR

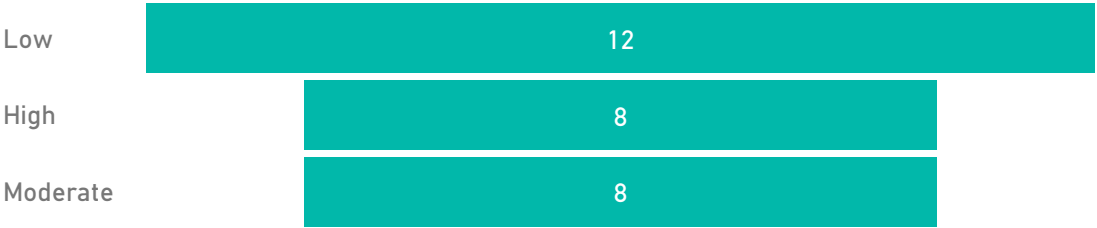
Total ASB Cases

28

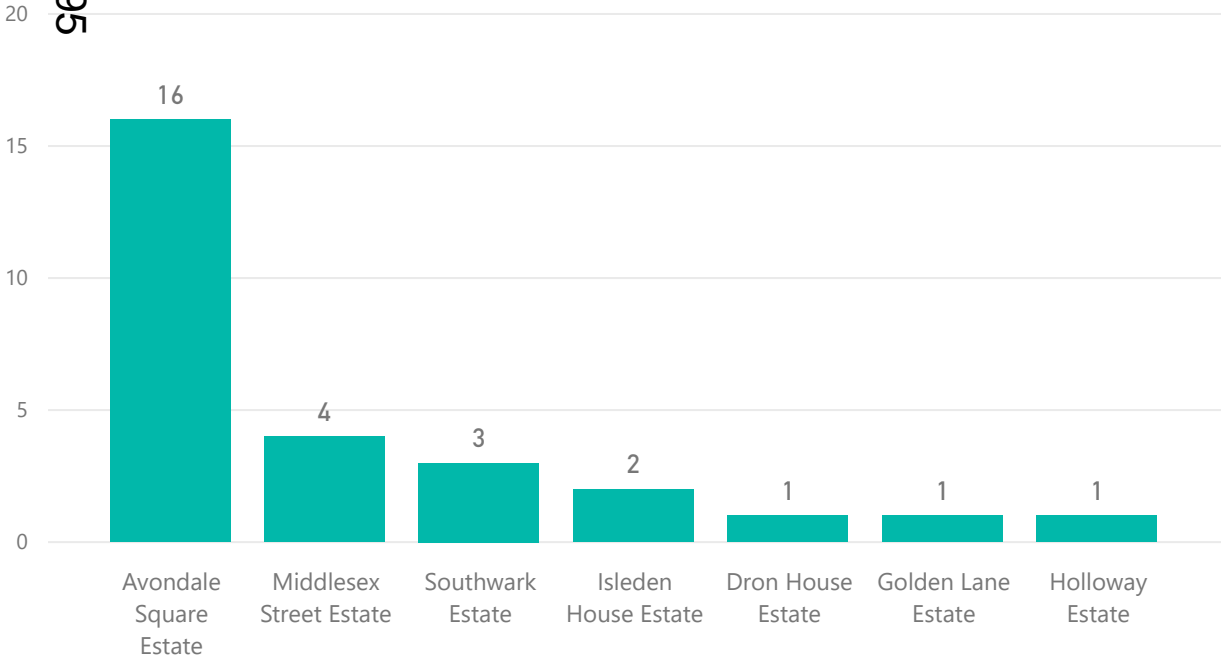
Stages of Right to Buy



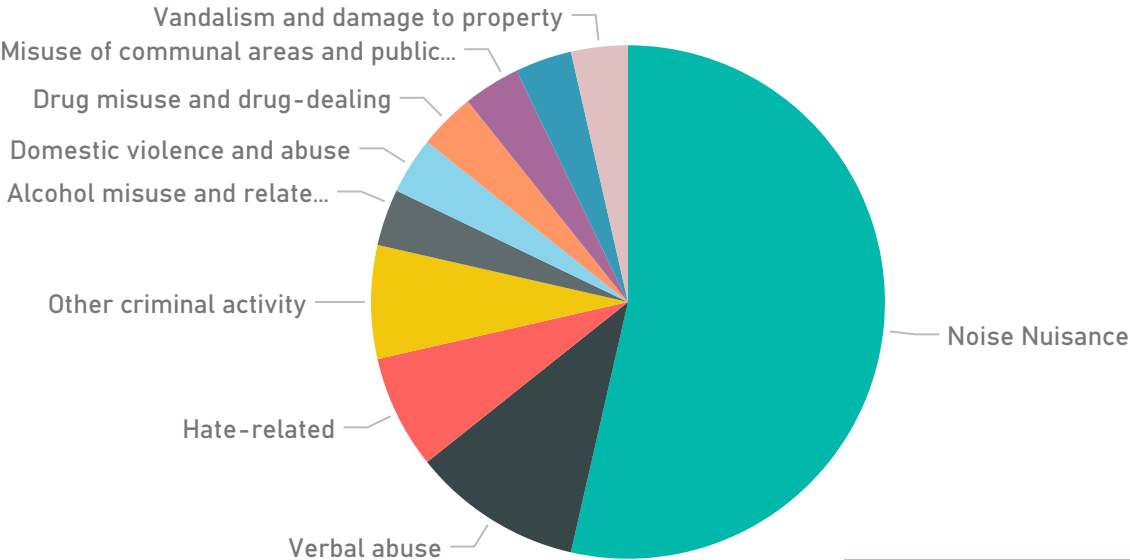
ASB Categories



ASB Incidents by Estate



ASB Type



FORMER TENANT ARREARS

Quarter	Balance b/f	Arrear Raised
Q1 Debt	£129,895	£17,621
Q2 Debt	£146,095	£15,263
Q3 Debt	£150,721	£24,083
Q4 Debt	£166,025	£15,626
Total		£72,593

Quarter	Paid	Written-off
Q1 Payment	£1,421	£0
Q2 Payment	£10,774	£6,000
Q3 Payment	£2,962	£5,628
Q4 Payment	£3,593	£43,265
Total	£18,750	£54,893

Total FTA Raised in Financial Year

£72,593

Total FTA Paid in Financial Year

£18,750

Total FTA Written Off in Financial Year

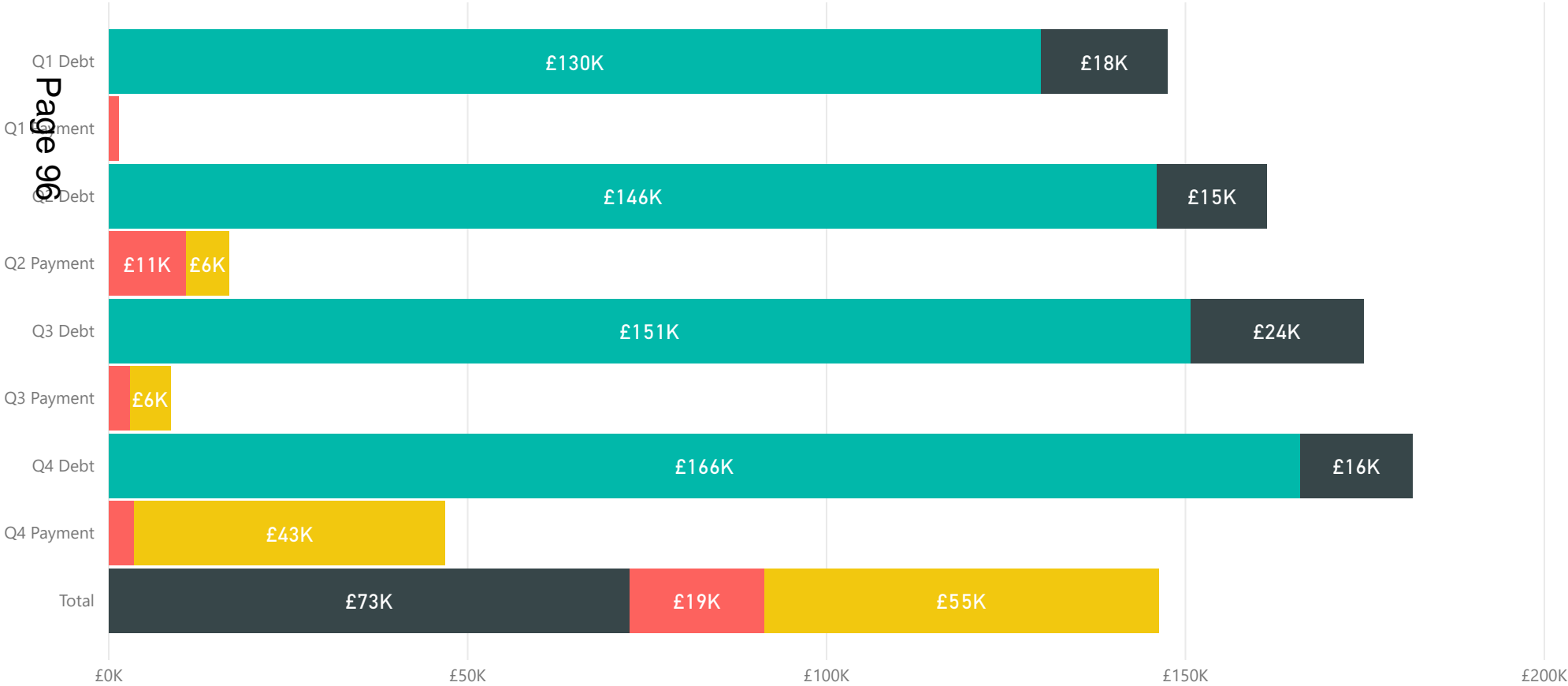
£54,893

ARREARS FROM TEMPORARY ACCOMMODATION ARE NOT INCLUDED ON THIS PAGE.

REVENUES

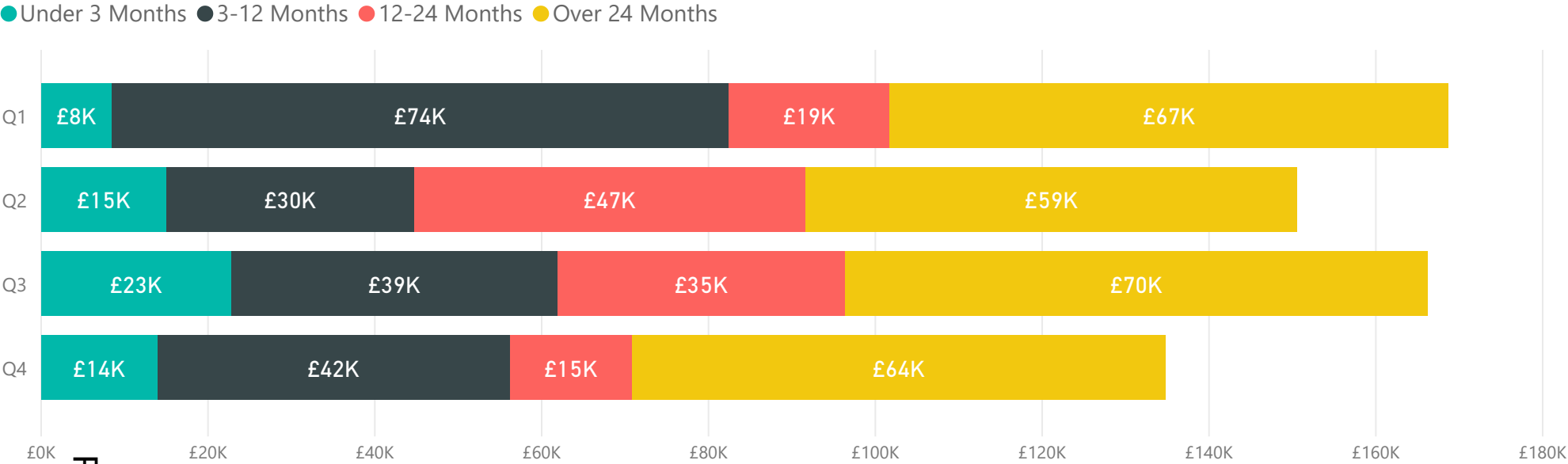
Overall Analysis of Former Tenant Arrears Debt

● Balance b/f ● Arrear Raised ● Paid ● Written-off





FTA Age Debt Analysis



FTA Total Debt Outstanding

Q1  
£168,712

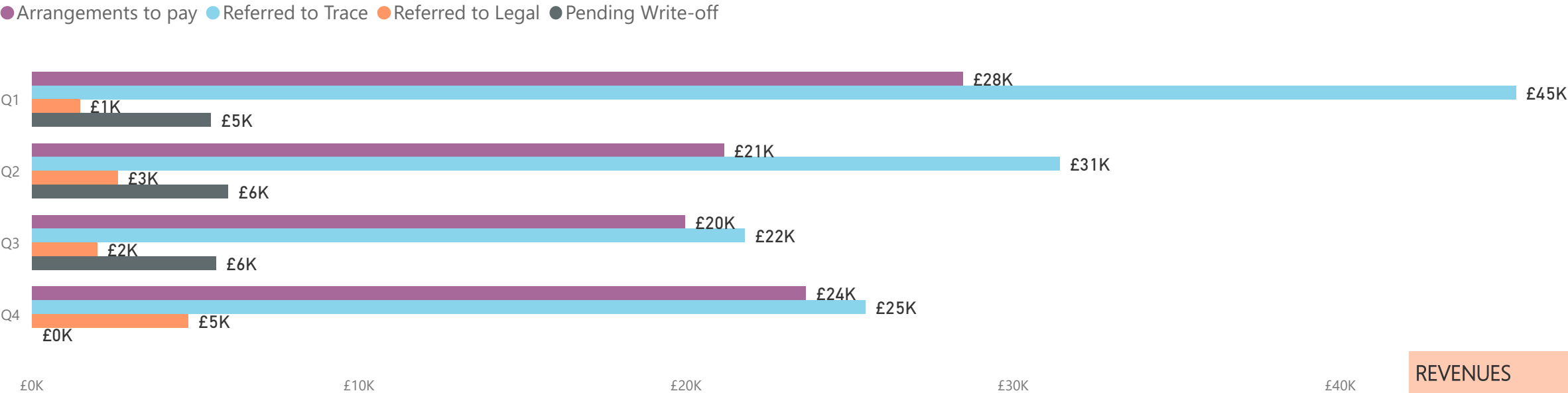
Q2  
£150,585

Q3  
£166,215

Q4  
£134,793

AGE DEBT ANALYSIS INCLUDES TEMPORARY  
ACCOMMODATION ARREARS

Actions Taken to Recover FTA



REVENUES

£50K

Q1 FTA Target

Q2 FTA Target

Q3 FTA Target

Q4 FTA Target

£87,964!

Goal: £65,000 (-35.33%)

£89,396!

Goal: £65,000 (-37.53%)

£116,837!

Goal: £65,000 (-79.75%)

£80,884!

Goal: £65,000 (-24.44%)

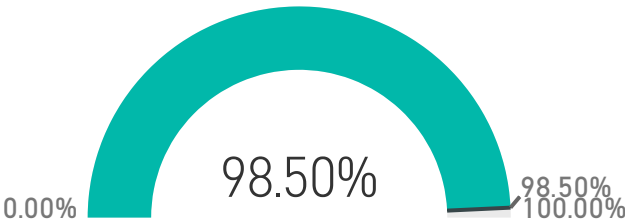
RENT COLLECTION

Total Rent Arrears

£191,474!

Goal: £190,000 (-0.78%)

Total Rent Collection



Rent Collection Rate

98.50%✓

Goal: 98.50% (+0%)

COMPLAINTS

Total Complaints

64

Stages of Complaints

Stage 1

42

Stage 2

16

Stage 3

6

LG Ombudsman

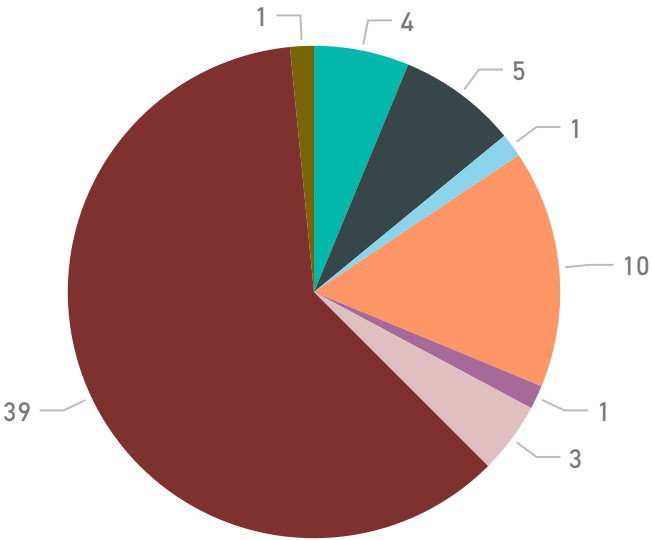
0

Housing Ombudsman

2

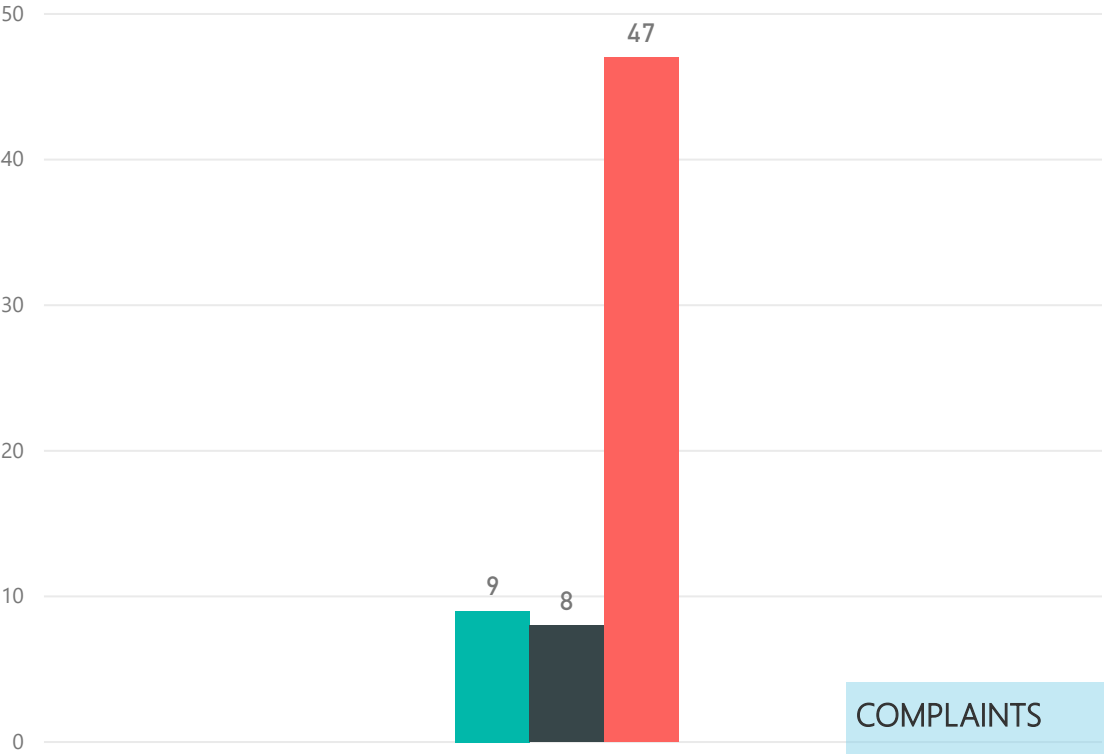
Objects of Complaint

- ASB inc Noise Nuisance
- Estee Management
- Fire Safety
- Grounds Maintenance & ...
- Health & Safety
- Homeownership & RTB
- Other
- Parking
- Pest Control
- Property Condition inc Da...
- Property Services & Repairs
- Sheds & Garages



Complaint Resolutions

- Upheld
- Partially Upheld
- Not Upheld



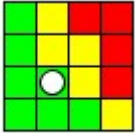
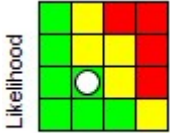

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Liane Coopey; Monique Maccow; Paul Murtagh							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 002c	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	Paul Murtagh	12-Nov-2018	31-Oct-2019
DCCS HS 002d	Community and Children's Services Committee has approved a programme to replace all main entrance doors in the City's social housing blocks of flats. The new fire doors will provide a minimum of 30 minutes and up to 60 minutes of fire resistance.	Community and Children's Services Committee has approved a programme to replace all main entrance doors in the City's social housing blocks of flats. The new fire doors will provide a minimum of 30 minutes and up to 60 minutes of fire resistance.	Paul Murtagh	12-Nov-2018	31-Mar-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS HS 001 Health and Safety procedures</b>  13-Nov-2014  Jacque Campbell; Paul Murtagh	<b>Cause:</b> Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division  <b>Event:</b> Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor  <b>Effect:</b> Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.	Likelihood  Impact	4	Score unchanged  <b>02 Apr 2019</b>	Likelihood  Impact	4	31-Mar-2020	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 001d	Review of estate walkabouts, inspections and regular checks.	<ul style="list-style-type: none"> <li>Estate Management Policy approved by Committee in November 2018</li> <li>Estate Services Manager has been recruited and in post since March 2019</li> <li>IT options for the inspection system have been investigated, Estate Services manager is working with the Projects and Improvements Manager. It's hoped that due to the low cost a full procurement exercise will not be needed</li> <li>Initial drafts of the estate standards have been drawn up and will be taken to estate staff for consultation by end of April 2019</li> </ul>	Liam Gillespie; Monique Maccow	02-Apr-2019	30-Sep-2019



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 004 Housing Finance Changes	<p><b>Cause</b> Changes to housing financing</p> <p><b>Event</b> Possible shortfall in Housing Revenue Account funding</p> <p><b>Effect</b> – Inability to fund the estimated 30 year expenditure plans regarding the City of London’s Social Housing</p>	 Likelihood Impact	4	<p>Savills has now completed the Stock Condition Survey on the Corporation’s social housing portfolio. The outcome of the survey, in the form of an Executive Summary, was presented to the Community &amp; Children’s Committee on 11 May 2018. Savills has now been commissioned to produce a 30-year business plan for the Housing Revenue Account.</p> <p><b>24 Jul 2018</b></p>	 Likelihood Impact	4	31-Mar-2020	  Constant
15-Aug-2016								
Jacque Campbell; Paul Murtagh								

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 004a	This work has been commissioned from Savills and from the Chartered Institute of Housing and the outcomes will be reported to Committee in October 2016.	Awaiting confirmation of review date from Assistant Director Housing & Neighbourhoods. Amended to 31/03/20 in anticipation	Jacquie Campbell; Paul Murtagh	15-Apr-2019	31-Mar-2020
DCCS HS 004c	Review of rent collection processes.	Social Housing Rents policy to go to HMASc in May 19. Rents Review postponed to Summer 19. Anticipated to go to committee in September 19.	Liam Gillespie	26-Apr-2019	30-Sep-2019

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<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Date:</b> 22/07/2019
<b>Subject:</b> Revised Rent Collection Performance Targets	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## Summary

An internal audit of Housing Revenue Account rent management identified a need to review the targets for both current tenants' rent arrears and former tenants' rent arrears.

This report explains the revised targets and how performance against them will be monitored.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. The City's Housing Service manages 1,929 rented properties and collects approximately £10.7m in rents annually. Income Recovery Officers work with tenants to ensure that arrears are collected, and they provide support to residents, or signpost them to advice services, to help them manage debt issues that affect their ability to maintain their rent payments.
2. Rent Officers assume responsibility for collecting former tenant arrears, including taking steps to trace former tenants and arrange repayment of rent owed, referring these debts on for collection as necessary.
3. An internal audit in 2018 recommended that officers review the suitability of arrears targets for both current and former tenants. Officers agreed to do this and have the targets agreed by the Director of Community and Children's Services.

### Current Position

4. Performance on current tenant arrears has been very good in recent years, with end-of-year arrears under 2% of the amount due to be collected.

5. A target of £65,000 was set for former tenant arrears some time ago, which represents less than 1% of rental income. This target has not been reviewed for some time. As performance was consistently below target, an audit recommendation was made to either take steps to meet the target or revise the target.
6. An examination of former tenant arrears recovery processes identified that they were satisfactory and that officers were progressing the collection process with due diligence. It was deemed appropriate to revise the target upwards slightly, to reflect the impact of growing external influences on rent arrears, including welfare benefit reforms and changes to the courts service.

### **Revised Arrears Targets**

7. The following year-end targets have been agreed with the Director of Community and Children's Services:
  - Former tenant arrears: £85,000
  - Current tenant arrears: 2% (equivalent to approximately £207,000 for 2019/20)

### **Reporting on Performance Against Targets**

8. Current tenant arrears performance is monitored by senior management via fortnightly reports. These reports are discussed at regular meetings on performance within the Housing Service. Arrears performance (both current and former tenant arrears) is also reported departmentally on a quarterly basis.
9. Performance against the two targets above will be included in the six-monthly Housing Update Report.

### **Conclusion**

10. In response to the recommendations made in an internal audit, performance targets for current and former tenant rent arrears have been reviewed. Performance against the targets will be monitored by senior management and reported departmentally, and to this Committee as part of the twice-yearly Housing Update Report.

### **Appendices**

- None

### **Liam Gillespie**

Head of Housing Management

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E: [liam.gillespie@cityoflondon.gov.uk](mailto:liam.gillespie@cityoflondon.gov.uk)

<b>Committees:</b> Corporate Projects Board - for decision Projects Sub - for decision Housing Management & Almshouses Sub - for decision	<b>Dates:</b> 30 May 2019 19 July 2019 22 July 2019
<b>Subject:</b> Southwark Estate Concrete Testing & Repair  <b>Unique Project Identifier:</b> <i>PV ID confirmed post CPB via PMO.</i>	<b>Gateway 2:</b> <b>Project Proposal</b> Regular
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing	<b>For Decision</b>
<h1>PUBLIC</h1>	

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> This project proposes an initial comprehensive programme of intrusive concrete condition and structural surveys to inform a subsequent repair contract for the residential buildings that comprise the Southwark Housing Estate. Condition surveys will be commissioned post Gateway 2 with the outcomes of the testing process used to inform the procurement of a repair contract to be awarded post Gateway 5. This project follows on from similar schemes progressed and delivered successfully in this manner for the Golden Lane, Middlesex Street and Barbican Estates.</p> <p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p> <p><b>Next Steps:</b></p> <ol style="list-style-type: none"> <li>1. Draft concrete testing specification.</li> <li>2. Appoint contractor for concrete condition &amp; structural surveys.</li> <li>3. Analyse outcome of surveys.</li> <li>4. Draft options appraisal for Gateway 3/4</li> </ol> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That the project is approved to progress to Gateway 3/4 (Options Appraisal) via the regular approval track.</li> </ol>
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	<div>2. That budget of <b>£210,000</b> is approved to reach the next Gateway;</div> <div>3. Note the project budget of <b>£210,000</b> (excluding risk);</div> <div>4. Note the total estimated cost of the project at £500,000 - £1,500,000</div>																								
<div>2. Resource requirements to reach next Gateway</div>	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff Costs</td><td>Project Management for testing phase, Procurement</td><td>HRA</td><td>£15,000</td></tr><tr><td>Concrete corrosion specialist</td><td>Draft testing specification</td><td>HRA</td><td>£10,000</td></tr><tr><td>Structural Engineer</td><td>Structural survey</td><td>HRA</td><td>£15,000</td></tr><tr><td>Concrete Testing Contract</td><td>Concrete condition survey</td><td>HRA</td><td>£170,000</td></tr><tr><td>Total</td><td></td><td></td><td>£210,000</td></tr></table> <div>A proportion of the above cost (circa 36% which equates to £75,600 is recoverable by way of service charges from long leaseholders.</div> <div>Costed Risk Provision requested for this Gateway: N/A</div>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	Project Management for testing phase, Procurement	HRA	£15,000	Concrete corrosion specialist	Draft testing specification	HRA	£10,000	Structural Engineer	Structural survey	HRA	£15,000	Concrete Testing Contract	Concrete condition survey	HRA	£170,000	Total			£210,000
Item	Reason	Funds/ Source of Funding	Cost (£)																						
Staff Costs	Project Management for testing phase, Procurement	HRA	£15,000																						
Concrete corrosion specialist	Draft testing specification	HRA	£10,000																						
Structural Engineer	Structural survey	HRA	£15,000																						
Concrete Testing Contract	Concrete condition survey	HRA	£170,000																						
Total			£210,000																						
<div>3. Governance arrangements</div>	<div><div>• <b>Service Committee:</b> Housing Management &amp; Almshouses Sub Committee</div><div>• <b>Senior Responsible Officer:</b> Paul Murtagh, Assistant Director Barbican &amp; Property Services, DCCS</div><div>• The project will be monitored by the Housing Programme Board.</div></div>																								

## **Project Summary**

<b>4. Context</b>	<p>Of the seven residential blocks which comprise the Southwark Estate, three were constructed in the 1930s with the remaining four in the 1950s. The blocks are of predominantly traditional brick construction with concrete elements typically forming balconies and soffits. The exposed concrete elements on these blocks are now showing visible signs of degradation which needs to be addressed. The City has legal responsibilities to undertake maintenance to protect the assets of the Southwark Estate from deterioration and to protect the public from an increasing risk of falling debris. Undertaking a programme of condition surveys and intrusive testing of the concrete elements followed by completing identified repairs will decrease the risk of major repairs and cost implications in future. If this issue remains unaddressed, there is a risk that the concrete will degrade to the point where pieces of spalling concrete fall from the buildings or water ingress is caused via breaches in the concrete.</p>
<b>5. Brief description of project</b>	<p>This project proposes an initial comprehensive programme of intrusive concrete condition and structural surveys to inform a subsequent repair contract for the seven residential buildings that comprise the Southwark Housing Estate. Surveys will be commissioned post Gateway 2 with the outcomes of the testing process used to inform the procurement of a repair contract to be awarded post Gateway 5. This project follows on from similar schemes progressed and delivered successfully in this manner for the Golden Lane, Middlesex Street and Barbican Estates.</p>
<b>6. Consequences if project not approved</b>	<ol style="list-style-type: none"> <li>1) The concrete elements of the buildings will continue to deteriorate with the associated risks of falling debris increasing.</li> <li>2) Permitting further deterioration of the buildings would increase the likelihood of more major repairs being required in the future.</li> </ol>
<b>7. SMART project objectives</b>	<ol style="list-style-type: none"> <li>1) The concrete elements of the structure are confirmed as safe and structurally sound.</li> <li>2) The concrete elements of the structure are confirmed as weatherproof and left in a good state of repair.</li> <li>3) Works are managed to minimise disruption to residents and impact on the general public and wider public realm.</li> </ol>
<b>8. Key benefits</b>	<ol style="list-style-type: none"> <li>1) Meet the City's statutory duties in terms of providing safe and well-maintained facilities.</li> <li>2) A reduction in risk of injury from falling debris.</li> <li>3) An improvement in the appearance of the Southwark Estate.</li> </ol>

	4) A reduction in the reactive repairs required to the buildings.
<b>9. Project category</b>	7b. Major renewals, typically of a one-off nature (supplementary revenue)
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	1) Testing and repair works are to be limited to the concrete elements of the buildings only; however, the project scope is to include provision for any necessary repairs to any such ancillary components identified during the testing.

### **Options Appraisal**

<b>12. Overview of options</b>	<p>1) Repair concrete elements individually on a reactive basis.</p> <p>2) Commence a project that includes initial testing to confirm the current condition of all concrete elements and completion of emergency repairs/make safe works identified; followed by the scheduling and completion of a programme of planned repairs based on the testing results.</p>
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### **Project Planning**

<b>13. Delivery period and key dates</b>	<p><b>Overall project:</b> Expected completion September 2021</p> <p><b>Key dates:</b></p> <p>Procurement of testing contract/Leaseholder Consultation – Summer 2019</p> <p>Condition Surveys – Autumn/Winter 2019</p> <p>Gateway 3/4 – Spring 2020</p> <p>Procurement of repairs contract/Leaseholder Consultation – Summer 2020</p> <p>Gateway 5 – September 2020</p> <p>Works contract commences – Autumn 2020</p> <p><b>Other works dates to coordinate:</b> None</p>
<b>14. Risk implications</b>	<p><b>Overall project risk:</b> Low</p> <p>The current risk level of the project is low. The major risks at this time concern the current uncertainty regarding the extent and complexity of the required works. Once the testing element of this project is complete there will be far greater surety of costs and potential impacts.</p>



<b>15. Stakeholders and consultees</b>	1. Ward Members 2. Chamberlains (Finance & Procurement) 3. Housing Estate Management 4. Comptrollers & City Solicitors 5. Residents (via S20 consultations)
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### **Resource Implications**

16. Total estimated cost	<b>Likely cost range (excluding risk):</b> £500,000 - £1,500,000 <b>Likely cost range (including risk):</b> £500,000 - £1,500,000 The estimated cost range at project initiation is necessarily broad as the full extent of the concrete repairs required will only be known on completion of the survey element of this project.	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource
	<b>Funds/Sources of Funding</b>	<b>Cost (£)</b>
	Housing Revenue Account	£500,000 - £1,500,000
	<b>Total</b>	£500,000 - £1,500,000
	A proportion of the cost (circa 36% which equates to £180,000 - £540,000) is recoverable by way of service charges from long leaseholders.	
18. Investment appraisal	N/A	
19. Procurement strategy/route to market	At this early stage, the anticipated procurement strategy is an open market tender tailored to attract specialist SME contractors. This approach has worked very well for the recently procured Barbican Estate concrete repair project.	
20. Legal implications	None	
21. Corporate property implications	None	
22. Traffic implications	None	

<b>23. Sustainability and energy implications</b>	None
<b>24. IS implications</b>	None
<b>25. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li>• An equality impact assessment will not be undertaken</li> </ul>
<b>26. Data Protection Impact Assessment</b>	<ul style="list-style-type: none"> <li>• The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</li> </ul>

### **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	Risk Register

### **Contact**

<b>Report Author</b>	David Downing
<b>Email Address</b>	david.downing@cityoflondon.gov.uk
<b>Telephone Number</b>	0207 332 1645

# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	TBC
<b>[2] Core Project Name</b>	Southwark Estate Concrete Testing & Repair		
<b>[3] Programme Affiliation</b> <i>(if applicable)</i>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Andrew Carter
<b>[5] Senior Responsible Officer</b>	Paul Murtagh
<b>[6] Project Manager</b>	David Downing

Description and purpose
<b>[7] Project Description</b>
<p>This project proposes an initial comprehensive programme of intrusive concrete condition and structural surveys to inform a subsequent repair contract for the residential buildings that comprise the Southwark Housing Estate. Surveys will be commissioned post Gateway 2 with the outcomes of the testing process used to inform the procurement of a repair contract to be awarded post Gateway 5. This project follows on from similar schemes progressed and delivered successfully in this manner for the Golden Lane, Middlesex Street and Barbican Estates.</p>
<b>[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)?</b>
<p>Of the seven residential blocks which comprise the Southwark Estate, three were constructed in the 1930s with the remaining four in the 1950s. The exposed concrete elements on these blocks are now showing visible signs of degradation which needs to be addressed. The City has legal responsibilities to undertake maintenance to protect the assets of the Southwark Estate from deterioration and to protect the public from an increasing risk of falling debris.</p> <p>Undertaking a programme of condition surveys and intrusive testing of the concrete elements followed by completing necessary repairs will decrease the risk of major repairs and cost implications in future. If this issue remains unaddressed, there is a risk that the concrete will degrade to the point where pieces of concrete fall from the buildings or water ingress is caused via breaches in the concrete.</p>
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>
<p>[1] People are safe and feel safe.            [4] Communities are cohesive and have suitable housing and facilities.            [9] Our spaces are secure, resilient and well-maintained.</p>
<b>[10] What is the link to the departmental business plan objectives?</b>
Tenants and leaseholders live in well maintained and managed homes and estates.

<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	N	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) The concrete elements of the structure are confirmed as safe and structurally sound.
2) The concrete elements of the structure are confirmed as weatherproof and left in a good state of repair.
3) Works are managed to minimise disruption to residents and impact on the general public and wider public realm.
<b>[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.)</b>
N/A
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £500,000 Upper Range estimate: £1,500,000
The estimated cost range at project initiation is necessarily broad as the full extent of the concrete repairs required will only be known on completion of the survey element of this proposed project.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
N/A
<b>[16] What are the expected sources of funding for this project?</b>
HRA, approximately 36% of the cost is recoverable by way of service charges from long leaseholders.
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Lower Range estimate: September 2019 – March 2021 (inc. testing and repair contracts) Upper Range estimate: September 2019 – September 2021 (inc. testing and repair contracts)

<b>Project Impact:</b>	
<b>[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?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Project Board:	Housing Programme Board
Chamberlains: Finance	Officer Name: Mark Jarvis
Chamberlains: Procurement	Officer Name: Michael Harrington
IT	Officer Name: N/A

HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
DCCS Property Services	Officer Name: Jason Hayes, Mike Saunders
Estate Management	Officer Name: Liam Gillespie, Wendy Giaccaglia
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> <b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
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: N/A

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**City of London: Projects Procedure Corporate Risks Register**

 Project name: Southwark Estate Concrete Testing & Repair

 Unique project identifier: TBC

 Total est cost (exc risk) £1500000

Corporate Risk Matrix score table

PM's overall risk rating	Low		Minor impact	Serious impact	Major impact	Extreme impact
Avg risk pre-mitigation	4.1	Likely	4	8	16	32
Avg risk post-mitigation	2.8	Possible	3	6	12	24
Red risks (open)	0	Unlikely	2	4	8	16
Amber risks (open)	3	Rare	1	2	4	8
Green risks (open)	6					

Costed risks identified (All)

£80,000.00	5%
£80,000.00	5%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

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
2	6.0	£0.00	0	2	0
4	5.0	£70,000.00	0	1	3
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
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	1.7	£10,000.00	0	0	3

Issues (open)	0
All Issues	0

 Open Issues  
All Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:		Southwark Estate Concrete Testing & Repair				PM's overall risk rating:		Low		CRP requested this gateway		£ -		Average unmitigated risk		4.1		Open Risks		9				
Unique project identifier:		TBC		Total estimated cost (exc risk):				£ 1,500,000		Total CRP used to date		£ -		Average mitigated risk score		2.8		Closed Risks		0				
General risk classification																								
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigation 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	Ownership & Action	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	2	(2) Financial	Surveys identify emergency repairs	Additional expenditure may be required to make the buildings safe ahead of procurement of a repairs contractor.	Unlikely	Serious	4	£50,000.00	N	C – Uncomfortable	Survey contract to include Schedule of Rates for emergency repair and small contingency sums	£0.00	Rare	Minor	£0.00	1	£0.00			03/05/2019		David Downing		
R2	2	(10) Physical	Concrete deteriorates further between testing phase and repair phase	Protective measures may need to be employed to ensure safety of residents in the event of any undue delay between the testing and repair contracts.	Rare	Serious	2	£10,000.00	N	B – Fairly Confident	Ensure repairs contract is let in good time following receipt of testing data	£0.00	Rare	Minor	£0.00	1	£0.00			03/05/2019		David Downing		
R3	2	(2) Financial	The cost of the repairs cannot be accurately estimated in advance of the testing process.	Broad estimate for estimated project sum at early stage of the project.	Likely	Minor	4	£0.00	N		Estimated costs to be revised at Gateway 3/4	£0.00	Rare	Minor	£0.00	1	£0.00			03/05/2019		David Downing		
R4	2	(10) Physical	Project delayed by extreme weather (survey stage)	Surveys will not be able to be safely carried out in extreme weather conditions. Programme would be subject to delay.	Rare	Minor	1	£0.00	N		Surveys to be scheduled for summer months	£0.00	Rare	Minor	£0.00	1	£0.00			03/05/2019		David Downing		
R5	2	(2) Financial	Surveys identify severe structural defects to the buildings	Identification of severe structural defects could result in forced closure of elements of the building (e.g. balconies).	Rare	Extreme	8	£0.00	N		None identified at present	£0.00	Rare	Extreme	£0.00	8	£0.00			03/05/2019		David Downing		Risk to be closed or elevated to issue once surveys complete.
R6	2	(1) Compliance/Regulatory	Lack of response to testing contract tender	Limited response may not ensure value for money or present a suitable contractor.	Possible	Serious	6	£0.00	N		Implement lessons learned re contractor engagement & selection from Cullum Welch concrete project	£0.00	Unlikely	Serious	£0.00	4	£0.00			20/05/2019		David Downing		
R7	4	(1) Compliance/Regulatory	Lack of response to repairs contract tender	Limited response may not ensure value for money or present a suitable contractor.	Possible	Serious	6	£0.00	N		Implement lessons learned re contractor engagement & selection from Cullum Welch concrete project	£0.00	Unlikely	Serious	£0.00	4	£0.00			20/05/2019		David Downing		
R8	4	(2) Financial	Section 20 challenge to repairs contract	Leaseholders may challenge the obligation to contribute to costs if repairs are attributable to structural defects. Challenge unlikely to be successful due to age of the buildings but could delay cost recovery and increase expense on officer time.	Rare	Major	4	£20,000.00	N	B – Fairly Confident	Communicate nature and cause of repairs clearly to residents once survey outcomes known	£5,000.00	Rare	Major	£0.00	4	£0.00			03/05/2019		David Downing		Circa 36% of project costs are recoverable by way of service charge from long leaseholders.
R9	5	(10) Physical	Project delayed by extreme weather (repairs stage)	Repairs will not be able to be safely carried out in extreme weather conditions. Programme would be subject to delay.	Unlikely	Minor	2	£0.00	N		Adopting a realistic programme with sufficient slack and flexibility to allow for inclement weather would be sensible.	£0.00	Rare	Minor	£0.00	1	£0.00			03/05/2019		David Downing		Concrete repairs can only be carried out in temperatures above 5°C. High winds may restrict access to scaffolded works or prevent safe abseil.
R10								£0.00				£0.00			£0.00		£0.00							
R11								£0.00				£0.00			£0.00		£0.00							
R12								£0.00				£0.00			£0.00		£0.00							
R13								£0.00				£0.00			£0.00		£0.00							
R14								£0.00				£0.00			£0.00		£0.00							
R15								£0.00				£0.00			£0.00		£0.00							
R16								£0.00				£0.00			£0.00		£0.00							
R17								£0.00				£0.00			£0.00		£0.00							
R18								£0.00				£0.00			£0.00		£0.00							
R19								£0.00				£0.00			£0.00		£0.00							
R20								£0.00				£0.00			£0.00		£0.00							
R21								£0.00				£0.00			£0.00		£0.00							
R22								£0.00				£0.00			£0.00		£0.00							
R23								£0.00				£0.00			£0.00		£0.00							
R24								£0.00				£0.00			£0.00		£0.00							
R25								£0.00				£0.00			£0.00		£0.00							
R26								£0.00				£0.00			£0.00		£0.00							
R27								£0.00				£0.00			£0.00		£0.00							
R28								£0.00				£0.00			£0.00		£0.00							
R29								£0.00				£0.00			£0.00		£0.00							
R30								£0.00				£0.00			£0.00		£0.00							
R31								£0.00				£0.00			£0.00		£0.00							
R32								£0.00				£0.00			£0.00		£0.00							
R33								£0.00				£0.00			£0.00		£0.00							
R34								£0.00				£0.00			£0.00		£0.00							
R35								£0.00				£0.00			£0.00		£0.00							
R36								£0.00				£0.00			£0.00		£0.00							
R37								£0.00				£0.00			£0.00		£0.00							
R38								£0.00				£0.00			£0.00		£0.00							
R39								£0.00				£0.00			£0.00		£0.00							
R40								£0.00				£0.00			£0.00		£0.00							
R41								£0.00				£0.00			£0.00		£0.00							
R42								£0.00				£0.00			£0.00		£0.00							
R43								£0.00				£0.00			£0.00		£0.00							
R44								£0.00				£0.00			£0.00		£0.00							
R45								£0.00				£0.00			£0.00		£0.00							
R46								£0.00				£0.00			£0.00		£0.00							
R47								£0.00				£0.00			£0.00		£0.00							
R48								£0.00				£0.00			£0.00		£0.00							
R49								£0.00				£0.00			£0.00		£0.00							





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<b>Committees:</b>	<b>Dates:</b>
Corporate Projects Board <i>[for decision]</i> Projects Sub <i>[for decision]</i> Housing Management & Almshouses Sub <i>[for decision]</i>	28 June 2019 19 July 2019 22 July 2019
<b>Subject:</b> Decent Homes Call-backs 2020-22  <b>Unique Project Identifier:</b> 12074	<b>Gateway 1-4 Project Proposal &amp; Options Appraisal Regular</b>
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing	<b>For Decision</b>
<b>PUBLIC</b>	

## Recommendations

<b>1. Approval track, next steps and requested decisions</b>	<p><b>Project Description:</b> Appoint a contractor on a fixed budget, 3-year term contract, comprised of an agreed schedule of rates, to supply and install replacement kitchen, bathroom and central heating facilities on an ad hoc basis to City of London tenanted properties to bring them up to the Decent Homes standard.</p> <p>This approach has worked well in the recent past; the 3-year contract proposed at this time would be the third such iteration of this contract hence the submission of this combined Gateway report.</p> <p><b>Next Gateway:</b> Gateway 5</p> <p><b>Next Steps:</b></p> <ol style="list-style-type: none"> <li>1. Draft tender documents</li> <li>2. Procurement</li> <li>3. Gateway 5</li> </ol> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That budget of <b>£5,000</b> is approved for internal staff costs to reach the next Gateway;</li> <li>2. Note the project budget of <b>£5,000</b> (excluding risk);</li> <li>3. Note the total estimated cost of the project at <b>£535,000</b> (excluding risk);</li> <li>4. That Option 2 to appoint a contractor on a fixed budget, 3-year contract is approved.</li> </ol>
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<b>2. Resource requirements to reach next Gateway</b>	<p>For recommended option 2:</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Internal Staff Costs</td><td>Project management; procurement</td><td>Housing Revenue Account</td><td>£5,000</td></tr><tr><td><b>Total</b></td><td></td><td></td><td><b>£5,000</b></td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Internal Staff Costs	Project management; procurement	Housing Revenue Account	£5,000	<b>Total</b>			<b>£5,000</b>
Item	Reason	Funds/ Source of Funding	Cost (£)										
Internal Staff Costs	Project management; procurement	Housing Revenue Account	£5,000										
<b>Total</b>			<b>£5,000</b>										
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"><li>• <b>Service Committee:</b> Housing Management &amp; Almshouses Sub Committee</li><li>• <b>Senior Responsible Officer:</b> Paul Murtagh, Assistant Director Barbican &amp; Property Services, DCCS</li><li>• The project will be monitored by the Housing Programme Board.</li></ul>												

### Project Summary

<b>4. Context</b>	<p>Programmes of works to bring the majority of properties of the City of London's housing stock up to the Decent Homes standard have now been completed, however with each programme a number of properties are necessarily omitted. The reasons for these omissions may include the property meeting the standard at the time programmed works were being done to that estate, unsuitable timing of the works for an individual resident, works being refused out right, or insufficient budget to extend existing programmes to cover additional properties. Over time, as previously acceptable components fail or when properties where works were refused fall vacant, the City is required to carry out works to bring these properties back to the Decent Homes standard between large scale programmes of work. This is known as a 'call-back'.</p> <p>There are potentially 251 kitchens, 150 bathrooms and 59 new gas central heating installations which may require works during the proposed contract period. As works to many of these components have already been refused by the respective residents during recent Decent Homes programmes it is anticipated that only a small proportion at any one time will become accessible to carry out the works, hence the appropriateness of an ad hoc call-backs contract as opposed to a more comprehensive programme of works where a large proportion of properties included may refuse works again.</p>
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<b>5. Brief description of project</b>	<p>Appoint a contractor on a fixed budget, 3 year term contract, comprised of an agreed schedule of rates, to supply and install replacement kitchen, bathroom and central heating facilities on an ad hoc basis to City of London tenanted properties to bring them up to the Decent Homes standard.</p> <p>This approach has worked well in the recent past; the 3-year contract proposed at this time would be the third such iteration of this contract. The current contract for delivering Decent Homes Call-backs will expire in the latter part of 2019 as the maximum contract value is reached. To ensure a seamless provision of service, the process for authorising the procurement of a replacement contract should now be initiated.</p>
<b>6. Consequences if project not approved</b>	The City has a statutory obligation to ensure its housing stock meets the national 'Decent Homes Standard'. For a property to achieve the standard it must have no outstanding health and safety related repairs, be weatherproof and have 'reasonably modern' kitchen, bathroom and heating facilities.
<b>7. SMART project objectives</b>	<ul style="list-style-type: none"> <li>• Bring residents homes up to required standards and ensure compliance with statutory obligations.</li> <li>• Appoint a term contractor to ensure value for money.</li> <li>• Seek a three year contract to give assurances that statutory obligations can be met whilst maintaining cost efficiencies.</li> </ul>
<b>8. Key benefits</b>	<ul style="list-style-type: none"> <li>• Preservation of the City of London Corporation's assets.</li> <li>• Improved living conditions for residents.</li> <li>• Compliance with Decent Homes legislation and regulation.</li> </ul>
<b>9. Project category</b>	7b. Major renewals, typically of a one-off nature (supplementary revenue)
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	<p>1. Properties that are rented to leaseholders on long-lease agreements.</p> <p>2. Tenanted properties in which all facilities are modern and meet the criteria for Decent Homes.</p> <p>3. The replacement of life-expired or faulty gas boilers; provision for their replacement is already covered by an existing contract. This project will include conversions from electric storage heaters to gas central heating only.</p>

## Options Appraisal

<b>12. Overview of options</b>	<p>1. Annual Call-backs Contract</p> <p>2. 3-year Call-backs Contract</p> <p>Doing nothing is not a valid option as these works are considered statutory.</p> <p>Specifying, procuring and delivering works to individual properties on an ad hoc basis when they become unrepairable is poor practice, will not offer any cost savings through economies of scale and will greatly inflate internal staff costs. This option therefore will also not be considered further.</p> <p>As works to many of these properties have already been refused by the respective residents during recent large scale Decent Homes programmes, it is anticipated that only a small proportion at any one time will become accessible to carry out the works as these properties fall vacant. Procuring a comprehensive multi-estate programme of works would therefore be a largely futile operation as a large proportion of properties included would likely refuse works again. This option will also not be considered further.</p>
<b>13. Risk</b>	<p><b>Overall project risk:</b> Low</p> <p>Further information available within the Risk Register (Appendix 3) and Options Appraisal.</p>

## Resource Implications

<b>14. Total estimated cost</b>	<p>For recommended option £535,000</p> <p><b>Total estimated cost (excluding risk):</b> £535,000</p> <p><b>Total estimated cost (including risk):</b> N/A</p>	
<b>15. Funding strategy</b>	<p>Is funding confirmed:</p> <p>All funding fully guaranteed</p>	<p>Who is providing funding:</p> <p>Internal - Funded wholly by City's own resource</p>

	<b><i>Recommended option</i></b>	
	<b>Funds/Sources of Funding</b>	<b>Cost (£)</b>
	Housing Revenue Account	£535,000
	<b>Total</b>	<b>£535,000</b>
	As works are restricted to City of London tenanted properties only, there is no scope for leaseholder recovery via service charge.	

### **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	PT4 Procurement Form
<b>Appendix 3</b>	Risk Register

### **Contact**

<b>Report Author</b>	David Downing
<b>Email Address</b>	david.downing@cityoflondon.gov.uk
<b>Telephone Number</b>	0207 332 1645

**Options appraisal table.**

	<b><i>Option 1</i></b>	<b><i>Option 2</i></b>
<b>1. Brief description</b>	Procure a contractor on an annual basis to supply and install - at a fixed price via a schedule of rates - kitchen, bathroom and central heating facilities to City of London tenanted properties to bring them up to Decent Homes standards as and when required by the City.	Procure a contractor on a three year term contract to supply and install - at a fixed price via a schedule of rates - kitchen, bathroom and central heating facilities to City of London tenanted properties to bring them up to Decent Homes standards as and when required by the City.
<b>2. Scope and exclusions</b>	<p><b>Scope:</b></p> <p>The project will apply to any tenanted properties within the City's social housing stock that require this type of works.</p> <p><b>Exclusions:</b></p> <p>Properties already meeting the Decent Homes standards and properties requiring works where those works can be incorporated within a future large scale programmed replacement without undue delay. Properties that are rented to leaseholders on long-lease agreements.</p>	
<b><i>Project Planning</i></b>		
<b>3. Programme and key dates</b>	<ul style="list-style-type: none"> <li>• Gateway 2-4 Options Appraisal – July 2019</li> <li>• Procurement of year 1 contractor – complete August 2019</li> <li>• Gateway 5 (year 1) – Autumn 2019</li> <li>• Deliver year 1 works– through January 2020 – December 2020</li> <li>• Procurement of year 2 contractor – complete July 2020</li> <li>• Gateway 5 (year 2) – Autumn 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Gateway 2-4 Options Appraisal – July 2019</li> <li>• Procurement of year 1 contractor – complete August 2019</li> <li>• Gateway 5 (year 1) – Autumn 2019</li> <li>• Deliver year works– through January 2020 – December 2022</li> </ul>



	<ul style="list-style-type: none"> <li>• Deliver year 2 works– through January 2021 – December 2021</li> </ul> <p>Year 3 would proceed on a similar pattern.</p>	
<b>4. Risk implications</b>	<p>Low overall risk.</p> <ul style="list-style-type: none"> <li>• The works are carried out as required, at a fixed price, on instruction from the City, within a capped budget.</li> <li>• Annual procurement would introduce an element of price uncertainty as tenders would be susceptible to inflationary pressures.</li> </ul>	<p>Low overall risk.</p> <ul style="list-style-type: none"> <li>• The works are carried out as required, at a fixed price, on instruction from the City, within a capped budget.</li> <li>• This approach has worked well in the recent past; the proposed contract would be the third such iteration.</li> <li>• As prices for each component would be fixed at tender stage in an approved schedule of rates for the duration of the contract and not subject to any annual uplift or re-negotiation, the pricing-in of any economic uncertainty is therefore the contractor's risk.</li> </ul>
<b>5. Benefits</b>	<ul style="list-style-type: none"> <li>• An underperforming contractor can be removed from site with minimal risk to the overall programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Works can be delivered as and when required throughout a three year period. This meets the needs of the department for example, in responding to the need to bring newly void properties back up to standard ahead of letting to a new tenant.</li> <li>• Working with fixed prices within a capped budget brings a firm level of financial control.</li> </ul>

		<ul style="list-style-type: none"> <li>• A single procurement exercise.</li> <li>• Cost surety and value for money provided throughout the programme during uncertain economic climate.</li> <li>• Economies of scale from 3-year contract.</li> <li>• Replicates current contract which has operated successfully.</li> </ul>
<b>6. Disbenefits</b>	<ul style="list-style-type: none"> <li>• Considerable increase in officer time and associated staff costs due to annual procurements.</li> <li>• Potential for multiple contractors could lead to differing standards of work throughout the housing stock.</li> <li>• Little scope for achieving economies of scale.</li> </ul>	<ul style="list-style-type: none"> <li>• Should market conditions change dramatically during the 3-year period, works may have to be re-procured to ensure continued value for money.</li> </ul>
<b>7. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>• Members and Ward Members.</li> <li>• Officers including City Surveyors, Chamberlain's, Housing and Neighbourhood Management and Town Clerk's.</li> <li>• Residents of the relevant properties.</li> </ul> <p>An Equality Impact Assessment will not be undertaken for the project.</p>	

<b>Resource Implications</b>		
<b>8. Total estimated cost</b>	Project Development: £5,000 Staff Costs Year 1 £165,000 Works + £15,000 Staff Costs Year 2 £175,000 Works + £15,000 Staff Costs Year 3 £185,000 Works + £15,000 Staff Costs Total estimated cost: (including risk): <b>£575,000</b>	Project Development: £5,000 Staff Costs 3 Year Contract £500,000 Works + £30,000 Staff Costs Total estimated cost: (including risk): <b>£535,000</b>
<b>9. Funding strategy</b>	The works will be funded by the Housing Revenue Account (HRA)	
<b>10. Estimated capital value/return</b>	N/A	
<b>11. Ongoing revenue implications</b>	Following the completion of the project and any warranty period, the installations will be maintained through the existing reactive repairs and maintenance contract. All properties are currently included in this reactive contract; therefore, there will be no cost increase to the contract. Indeed, properties with modern facilities are unlikely to require significant repair and therefore the reactive maintenance expenditure on these properties can be predicted to decrease.	
<b>12. Investment appraisal</b>	Timely intervention and replacement reduces spend on reactive repairs and maintenance as unexpected failures occur less frequently.	
<b>13. Affordability</b>	These works are a necessary part of rolling maintenance of the City of London Corporation's Housing stock. The works have been anticipated and budgeted for in the 5 and 30 year Asset Management Plans.	
<b>14. Procurement strategy/Route to Market</b>	Fixed price annual contracts including a tightly specified schedule of rates will be procured. Tenders to be advertised on Capital E-sourcing portal.	A fixed price term contract including a tightly specified schedule of rates will be sought for a period of three years. A lower cost is hoped to be achieved by undertaking the works through a

		structured 3 year programme. Tenders to be advertised on Capital E-sourcing portal.
<b>15. Legal implications</b>	Failure to maintain homes to the required standard has scope for legal challenge.	
<b>16. Corporate property implications</b>	It is important that the City's assets remain in good, safe and statutory compliant condition. Therefore, all necessary action should be taken to ensure that assets are kept as such throughout the assets' lifetime.	
<b>17. Traffic implications</b>	The detail of the traffic plan for the installation phase will be agreed annually with the successful contractors; however, works are not anticipated to disrupt traffic.	The detail of the traffic plan for the installation phase will be agreed with the successful contractor; however, works are not anticipated to disrupt traffic.
<b>18. Sustainability and energy implications</b>	The installation of new central heating systems will offer improvements in energy efficiency and sustainability which may be sufficient to demonstrate an improvement in the overall SAP rating of the City's housing stock and can be anticipated to reduce utility bills for residents.	
<b>19. IS implications</b>	None	
<b>20. Equality Impact Assessment</b>	The proposed works will not have an impact on equality or protected characteristics. The delivery phase of the works will be carefully planned and implemented in conjunction with residents to ensure no adverse impacts. Requests to adapt properties for disability impaired residents are managed outside the Call-backs processes.	
<b>21. Data Protection Impact Assessment</b>	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken	
<b>22. Recommendation</b>	Not recommended	Recommended



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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	TBC
<b>[2] Core Project Name</b>	Decent Homes Call-backs 2020-22		
<b>[3] Programme Affiliation</b> <i>(if applicable)</i>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Andrew Carter
<b>[5] Senior Responsible Officer</b>	Paul Murtagh
<b>[6] Project Manager</b>	David Downing

Description and purpose
<p><b>[7] Project Description</b></p> <p>Appoint a contractor on a fixed budget, 3 year term contract, comprised of an agreed schedule of rates, to supply and install replacement kitchen, bathroom and central heating facilities on an ad hoc basis to City of London tenanted properties to bring them up to the Decent Homes standard.</p> <p>This approach has worked well in the recent past; the 3-year contract proposed at this time would be the third such iteration of this contract.</p>
<p><b>[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)?</b></p> <p>Programmes of works to bring the majority of properties of the City of London's housing stock up to the Decent Homes standard have now been completed, however with each programme a number of properties are necessarily omitted. The reasons for these omissions may include the property meeting the standard at the time programmed works were being done to that estate, unsuitable timing of the works for an individual resident, works being refused out right, or insufficient budget to extend existing programmes to cover additional properties. Over time, as previously acceptable components fail or when properties where works were refused fall vacant, the City is required to carry out works to bring these properties back to the Decent Homes standard between large scale programmes of work. This is known as a 'call-back'.</p> <p>The City has a statutory obligation to ensure its housing stock meets the national 'Decent Homes Standard'. For a property to achieve the standard it must have no outstanding health and safety related repairs, be weatherproof and have 'reasonably modern' kitchen, bathroom and heating facilities. The current contract for delivering Decent Homes Call-backs will expire in the latter part of 2019 as the maximum contract value is reached. To ensure a seamless provision of service, the process for authorising the procurement of a replacement contract should now be initiated.</p>
<p><b>[9] What is the link to the City of London Corporate plan outcomes?</b></p> <p>[4] Communities are cohesive and have suitable housing and facilities.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p>

<b>[10] What is the link to the departmental business plan objectives?</b>					
Tenants and leaseholders live in well maintained and managed homes and estates.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	N	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
1) Completion of all required works to meet statutory and City standards.	
2) Achievement of expected lifespan of 20-25 years for new installations.	
3) Cost surety achieved via economies of bulk purchasing (as realised via a competitively tendered schedule of rates) opposed to the price volatility of a series of one-off purchases.	
<b>[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.)</b>	
N/A	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £520,000 Upper Range estimate: £550,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
N/A	
<b>[16] What are the expected sources of funding for this project?</b>	
The project will be funded via the Housing Revenue Account. As the proposed works will take place in City tenanted properties only, there is no scope for recovery of costs through leaseholder service charges.	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Lower Range estimate: 01/01/2020 – 31/12/2022 Upper Range estimate: 01/01/2020 – 31/12/2022	

<b>Project Impact:</b>	
<b>[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?</b>	
No.	



<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Project Board:	Housing Programme Board
Chamberlains: Finance	Officer Name: Mark Jarvis
Chamberlains: Procurement	Officer Name: Michael Harrington
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
DCCS Property Services	Officer Name: Jason Hayes, Mike Saunders
Estate Management	Officer Name: Liam Gillespie
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> <b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
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: N/A

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## 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:	Decent Homes Call-backs 2020-22		
Summary of Goods or Services to be sourced			
A three year term contract to supply and install - at a fixed price - kitchen, bathroom and central heating facilities to City of London tenanted properties to bring them up to Decent Homes standards as and when required by the City.			
Contract Duration:	36 Months	Contract Value:	£535,000
Stakeholder information			
Project Lead & Contract Manager: David Downing	Category Manager: Michael Harrington		Lead Department: DCCS Housing Major Works
Other Contact		Department	
Steve Spooner		DCCS Property Services	

### Specification Overview

<b>Summary of the Specification:</b>
Kitchen, bathroom and central heating facilities to City of London tenanted properties
<b>Project Objectives:</b> To maximise cost efficiencies and maintain consistency in the standard and specification of domestic components, a fixed budget term contract is desirable to carry out the call-backs.

### Customer Requirements

<b>Target completion date</b>	August 2022	<b>Target Contract award date</b>	August 2020
<b>Are there any time constraints which need to be taken into consideration?</b>			
The previous contract ends in April 2022. It would be best to ensure that the minimal time passes between 1 contract finishing and a new one starting.			
<b>Efficiencies Target with supporting information</b>			
Fixed price only via a schedule of rates.			

### City of London Initiatives

<b>How will the Project meet the City of London's Obligation to</b>
<b>Adhere to the Corporation Social Responsibility:</b>
N/A
<b>Take into account the London Living Wage (LLW):</b>
N/A
<b>Consideration for Small to Medium Enterprises (SME):</b>
Yes
<b>Other:</b>

### Procurement Strategy Options

<b>Option 1: Do Nothing</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>No requirement from City Procurement</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>Works will not be completed</li> <li>Tenants will not receive their service</li> <li>Non-Compliant</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> Tenants will not receive the service.
<b>Option 2: Below OJEU Tender</b>
<b>Advantages to this Option:</b>

<ul style="list-style-type: none"> <li>• Quicker route to market</li> <li>• Compliant process</li> <li>• Promotes competition</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• May not receive any tenders back.</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> We may have to re-run the tender.
<b>Option 3: Framework Mini-Competition</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Compliant route to market</li> <li>• Established and speed to market.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• May be seen as risk mitigation gone too far.</li> <li>• Low numbers of tenders registered.</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> Could result in no responses.

### Procurement Strategy Recommendation

<b>City Procurement team recommended option</b>
Option 2: Below OJEU Tender

### Procurement Route Options

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

<b>Option 1: Tender to a select list</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Can test the market first to see relevant tenders will respond.</li> <li>• Quick route to market.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Not a compliant route.</li> <li>• Will need to engage with the market firms</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> Non-compliant route.
<b>Option 2: Tender open to Capital eSourcing</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Open to suppliers on Capital eSourcing.</li> <li>• Interest would be high.</li> <li>• Compliant route.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• May receive a high amount of responses</li> <li>• May not appoint an appropriate contractor</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> Strain on resources.
<b>Option 3: Direct Award</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• No tendering processes</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Non-Compliant process</li> <li>• No competition</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> Not Value for money and against Procurement Regulations.

### Procurement Route Recommendation

<b>City Procurement team recommended option</b>
Tender open to Capital eSourcing

### Sign Off

<b>Date of Report:</b>	07/06/2019
<b>Reviewed By:</b>	David Downing
<b>Department:</b>	DCCS – Housing
<b>Reviewed By:</b>	Michael Harrington
<b>Department:</b>	Chamberlain's Department

**City of London: Projects Procedure Corporate Risks Register**

 Project name: Decent Homes Callbacks 2020-22

 Unique project identifier: TBC

 Total est cost (exc risk) £535000

Corporate Risk Matrix score table

PM's overall risk rating	Low		Minor impact	Serious impact	Major impact	Extreme impact
Avg risk pre-mitigation	3.3	Likely	4	8	16	32
Avg risk post-mitigation	3.0	Possible	3	6	12	24
Red risks (open)	0	Unlikely	2	4	8	16
Amber risks (open)	1	Rare	1	2	4	8
Green risks (open)	3					

Costed risks identified (All)

£0.00	0%
-------	----

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
-------	----

" "

Costed risk post-mitigation (open)

£0.00	0%
-------	----

" "

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	1.0	£0.00	0	0	1
3	4.0	£0.00	0	1	2
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
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

Issues (open)

0
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Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

All Issues

0
---

All Issues

 Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			Decent Homes Callbacks 2020-22					PM's overall risk rating:			Low		CRP requested this gateway		£ -		Average unmitigated risk		3.3		Open Risks		4	
Unique project identifier:			TBC		Total estimated cost (exc risk):					£ 535,000		Total CRP used to date		£ -		Average mitigated risk score		3.0		Closed Risks		0		
General risk classification												Mitigation actions						Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification 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	Comment(s)	
R1	4	(2) Financial	Lack of interest from contractors at tender stage.	Limited tender returns may not be value for money.	Possible	Minor	3	£0.00	N		Pre-tender contractor engagement	£0.00	Unlikely	Minor	£0.00	2	£0.00		30/05/2019		David Downing			
R2	5	(2) Financial	Number of properties becoming available for callback works may be greater than anticipated.	Budget may be exhausted before anticipated contract end date.	Possible	Minor	3	£0.00	N		None at present	£0.00	Possible	Minor	£0.00	3	£0.00		30/05/2019		David Downing			
R3	5	(2) Financial	Contractors financial viability at a greater risk during times of economic uncertainty	Impact of Brexit on sector financial viability is unknown.	Possible	Serious	6	£0.00	N		None at present	£0.00	Possible	Serious	£0.00	6	£0.00		30/05/2019		David Downing			
R4	4	(1) Compliance/Regulatory	Challenge to tender awarding process	An unsuccessful contractor may challenge the tender process.	Rare	Minor	1	£0.00	N		A robust tendering process will be put in place in conjunction with the CLPS. Should a challenge arise, advice will be sought from CLPS and legal services to ensure the dispute is resolved rapidly and successfully.	£0.00	Rare	Minor	£0.00	1	£0.00		30/05/2019		David Downing			
R5								£0.00				£0.00			£0.00		£0.00							
R6								£0.00				£0.00			£0.00		£0.00							
R7								£0.00				£0.00			£0.00		£0.00							
R8								£0.00				£0.00			£0.00		£0.00							
R9								£0.00				£0.00			£0.00		£0.00							
R10								£0.00				£0.00			£0.00		£0.00							
R11								£0.00				£0.00			£0.00		£0.00							
R12								£0.00				£0.00			£0.00		£0.00							
R13								£0.00				£0.00			£0.00		£0.00							
R14								£0.00				£0.00			£0.00		£0.00							
R15								£0.00				£0.00			£0.00		£0.00							
R16								£0.00				£0.00			£0.00		£0.00							
R17								£0.00				£0.00			£0.00		£0.00							
R18								£0.00				£0.00			£0.00		£0.00							
R19								£0.00				£0.00			£0.00		£0.00							
R20								£0.00				£0.00			£0.00		£0.00							
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R24								£0.00				£0.00			£0.00		£0.00							
R25								£0.00				£0.00			£0.00		£0.00							
R26								£0.00				£0.00			£0.00		£0.00							
R27								£0.00				£0.00			£0.00		£0.00							
R28								£0.00				£0.00			£0.00		£0.00							
R29								£0.00				£0.00			£0.00		£0.00							
R30								£0.00				£0.00			£0.00		£0.00							
R31								£0.00				£0.00			£0.00		£0.00							
R32								£0.00				£0.00			£0.00		£0.00							
R33								£0.00				£0.00			£0.00		£0.00							
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<b>Committees:</b> Corporate Projects Board – <i>[for decision]</i> Projects Sub Committee <i>[for decision]</i> Housing And Almshouses Management Sub Committee <i>[for decision]</i>	<b>Dates:</b> 28 June 2019 19 July 2019 22 July 2019
<b>Subject:</b> Holloway Estate – Electrical Rewiring <b>Unique Project Identifier:</b> <i>PV Project ID 10833</i>	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> Lochlan MacDonald	<b>For Decision</b>  <b>Public</b>

## Summary

<b>1. Status update</b>	<p><b>Project Description:</b> To undertake the testing and necessary remedial works to electrical supplies at the Holloway Estate which the City are responsible for (including tenanted properties).</p> <p><b>RAG Status:</b> Green (Gateway 5- Red)</p> <p><b>Risk Status:</b> Medium (no risk status reported at Gateway 5)</p> <p><b>Costed Risk Provision Utilised:</b> £0</p> <p><b>Final Outturn Cost:</b></p> <p><b>Tenants Rewires:</b> £210,284.55 (works only)</p> <p><b>Landlords Electrics:</b> £379,365.00 (works only)</p> <p><b>Total:</b> £619,249.55* (including fees of £29,000 and staff costs of £1,600)</p> <p><b><i>*Figures may differ to those shown on Budget Manager due to retention amounts on both contracts, and includes fees and staff costs.</i></b></p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <p><b><u>Corporate Projects Board, Project Sub, Housing and Almshouses Sub</u></b></p> <ol style="list-style-type: none"> <li>1. To note the content of this report;</li> <li>2. To note the lessons learnt:</li> </ol>

	<p><b><u>Project Sub, Housing and Almshouses Sub. (decision)</u></b></p> <p>3. To authorise closure of this project.</p>
<b>3. Key conclusions</b>	<p>The main objective of both elements of works was to address the substandard condition of the electrical services on the Holloway estate.</p> <p>Initially it was intended to do all the works under one contract (domestic tenants and landlords). However, after problems with the original tender process, reported to committee in May 2017, the project was split so that the works to the tenanted properties could be expedited and risks to tenants mitigated. These works were completed within time and within budget.</p> <p>The landlord's electrical works were tendered separately and these too have been completed within time and within budget.</p> <p>As reported in the issues report in May 2017, the main issues that delayed the project were dealt with the initial design and lack of co-ordination earlier in the project. Since the works were split into two separate entities, the projects have been completed satisfactorily.</p> <p>As both projects are within the tender amounts approved by committee, the bulk of the work has been completed and the electrics are compliant, the works represent good value for money.</p> <p>Two separate tender exercises were undertaken to allow for tenanted works to be prioritised. The same contractor won both tenders and were able to use their experience and knowledge of the estate to their, and the City's, advantage. With proper planning for similar works in the future, it may be possible to combine both elements into one contract to achieve economies of scale.</p>

## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	The original design of the project was unsatisfactory and delayed implementation of the works, meaning it had to be split. However, with better co-ordination and planning there is no reason to suspect
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	that the works could have been done as one contract and achieve economies of scale.
<b>5. Options appraisal</b>	<p>The option chosen meets the project's objectives as follows:</p> <ul style="list-style-type: none"> <li>• Improved electrical services</li> <li>• Residents satisfaction</li> <li>• Improved resident safety</li> <li>• Extend the life of the asset</li> </ul> <p>The works will mean the electrics at Holloway are unlikely to require the same level of repairs and maintenance as previously, so provide better long term value.</p> <p>As previously reported in the issues report of May 2017, approval was given to split the contract so that tenanted works could be expedited.</p> <p>Subsequent tests on the landlord's electrical supply revealed the scope of work required to reach compliance was not as extensive as first thought and was reduced, which lowered costs.</p>
<b>6. Procurement route</b>	<p>Procurement Reference Nos:</p> <ul style="list-style-type: none"> <li>• Tenants: ITT_COL_5535</li> <li>• Landlords: 16/362PS</li> </ul> <p>Procurement of both contracts was sub OJEU and were carried out according to procurement rules</p>
<b>7. Skills base</b>	<p>An increase in staff resources enabled plans to engage external consultants to be shelved and the projects were managed in house. Progress on both strands of work were reported monthly to the Housing Programme Board.</p>
<b>8. Stakeholders</b>	<p>Access was required to 64 tenanted properties to carry out the necessary rewiring work. It was the contractor's responsibility to arrange access and they were able to carry out works at 62 properties, indicating a high level of stakeholder engagement. No issues with the contractor's presence on site were reported to the estate management team.</p>

### **Variation Review**

<b>9. Assessment of project against key milestones</b>	<p>Initially, the project was delayed due to design faults on the original specification and tender documents, as previously advised to committee. The completion of the tenanted rewires were delayed due to general access difficulties, some minor extra works and in particular, efforts to complete two properties where access was consistently denied. It was necessary, to try and meet Health and Safety and Fire Safety standards that works were completed as</p>
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v.April 2019

	<p>much as possible. However, the process for gaining access is lengthy and this delayed the completion of the contract.</p> <table><tr><th colspan="3">Holloway Electrics Timescales</th></tr><tr><th colspan="3"><i>Tenanted Rewires</i></th></tr><tr><th>Gateway 5</th><th>Start</th><th>Finish</th></tr><tr><td></td><td>May 2017</td><td>September 2017</td></tr><tr><th>Actual</th><th>Start</th><th>Finish</th></tr><tr><td></td><td>May 2017</td><td>August 2018</td></tr><tr><th colspan="3"><i>Landlord's Services</i></th></tr><tr><th>Gateway 5</th><th>Start</th><th>Finish</th></tr><tr><td></td><td>August 2018</td><td>December 2018</td></tr><tr><th>Actual</th><th>Start</th><th>Finish</th></tr><tr><td></td><td>August 2018</td><td>April 2019</td></tr></table> <p>The finish date given on the Gateway 5 report was incorrect and should have read April 2019. This was due to a previously envisaged completion date being erroneously mentioned in the Gateway 5 report.</p>	Holloway Electrics Timescales			<i>Tenanted Rewires</i>			Gateway 5	Start	Finish		May 2017	September 2017	Actual	Start	Finish		May 2017	August 2018	<i>Landlord's Services</i>			Gateway 5	Start	Finish		August 2018	December 2018	Actual	Start	Finish		August 2018	April 2019
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<b>10. Assessment of project against Scope</b>	<p>Of 64 identified tenanted properties, 62 were completed. The remaining two properties have been added to the next phase of electrical testing works, following efforts by housing management to ensure works are completed and our landlord's obligation fulfilled.</p> <p>The test of the landlord's electrics revealed that the condition of the wiring was such that it did not require replacement. The scope was accordingly reduced to cover distribution, switching and lighting equipment.</p>																																	
<b>11. Risks and issues</b>	<p>At gateway 3, the following risks issues were identified:</p> <ul style="list-style-type: none"><li>• No access to flats to do works</li><li>• Temporary loss of power supply during works</li></ul> <p>Access to two properties denied, and so works could not be completed. These properties are potentially less safe than neighbouring properties but have been added to the next phase of works, which is already underway.</p> <p>Any temporary loss of power was managed during the works without undue negative effects on residents and staff.</p> <p>There was no costed risk provision with either strand of works.</p>																																	

<b>12. Transition to BAU</b>	The works caused some inconvenience to tenants during the replacement of services within flats, but works were done quickly and usual service was resumed as soon as was possible. There have been no reports of issues affecting the transition to business as usual for the landlord's electrical works.
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### Value Review

13. Budget	<table><tr><td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost £720,000 (including risk): Estimated cost £720,000 (excluding risk):</td></tr></table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost £720,000 (including risk): Estimated cost £720,000 (excluding risk):																											
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<table><tr><td></td><td><i>At Authority to Start work (G5)</i></td><td><i>Final Outturn Cost</i></td></tr><tr><td><i>Fees</i></td><td>£28,909.87</td><td>£28,000</td></tr><tr><td><i>Staff Costs</i></td><td>£9,636.63</td><td>£1,600</td></tr><tr><td><i>Works</i></td><td>£610,679</td><td>£ 589,649.55</td></tr><tr><td><i>Purchases</i></td><td>£0</td><td>£0</td></tr><tr><td><i>Other Capital Expend</i></td><td>£0</td><td>£0</td></tr><tr><td><i>Costed Risk Provision</i></td><td>£0</td><td>£0</td></tr><tr><td><i>Recharges</i></td><td>£0</td><td>£0</td></tr><tr><td><i>Other*</i></td><td>£0</td><td>£0</td></tr><tr><td><i>Total</i></td><td>£649,225.50</td><td>£619,249.55</td></tr></table>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£28,909.87	£28,000	<i>Staff Costs</i>	£9,636.63	£1,600	<i>Works</i>	£610,679	£ 589,649.55	<i>Purchases</i>	£0	£0	<i>Other Capital Expend</i>	£0	£0	<i>Costed Risk Provision</i>	£0	£0	<i>Recharges</i>	£0	£0	<i>Other*</i>	£0	£0	<i>Total</i>	£649,225.50	£619,249.55
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<p><b>Please confirm whether or not the Final Account for this project has been verified.</b></p> <p>Final accounts have not yet been issued for both elements of works as there are retentions on both contracts.</p> <p>The works to tenanted properties were not rechargeable to long leaseholders. Of the costs of £379,4575 for the works to the landlord's electrics, it is estimated that service charges of approximately £174,550 will be recoverable from long leaseholders.</p>																															
14. Investment	N/A																														

v.April 2019

<b>15. Assessment of project against SMART objectives</b>	<p>Whilst SMART objectives were not overtly defined for this project, the works can be said to:</p> <ul style="list-style-type: none"> <li>• Have achieved the specific outcome of ensuring that estate electrics are up to standard and are compliant;</li> <li>• Measurable as over 60 properties and the landlord's electrics have been brought up to standard.</li> <li>• Realistically achieved the above with the resources available;</li> <li>• Works were completed within the timescales set for the works once contractors had been appointed.</li> </ul>
<b>16. Key benefits realised</b>	<p>The main benefits for this project are:</p> <ul style="list-style-type: none"> <li>• Improved electrical services</li> <li>• Residents satisfaction</li> <li>• Improved resident safety</li> <li>• Maintain life of asset</li> </ul> <p>These have all been achieved by the works.</p>

### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<ul style="list-style-type: none"> <li>• The contractor was able to carry out works within all areas without causing undue disruption to staff and residents.</li> <li>• Residents have been surveyed and indicate a high level of satisfaction with the works.</li> <li>• Both elements of work came in under budget.</li> </ul>
<b>18. Improvement reflections</b>	<p>The quality of the initial planning stages of the works was not adequate and caused delays. This was addressed at a later stage and improved the delivery of the project. In future, lessons from this experience (poor communication, inadequate original surveys, poor specification of works) and will be used to ensure that delays caused by these have less chance of re-occurring. In future, representatives from Housing Management and asset management will be co-opted into the process at an early stage so that full account may be taken of concerns and issues they raise.</p> <p>Furthermore, the initial joint project was poorly designed and specified. The consultant that carried out the initial condition survey did not go into the requisite detail. In future, condition surveys will need to be far more thorough and robust to inform works specifications. This will be done by putting into the brief the requirement that the condition survey is not just</p>

	<p>visual but includes actual testing elements to define exact condition.</p> <p>Regular periodic testing of the landlords electrical facilities and within tenanted properties is place and these will be used to monitor conditions and identify issues that may lead to establishing the need for major works.</p> <p>The poor specification for the joint project caused issues with tendering, in that all tenders differed in the amount of work required. Whilst efforts were made to resolve this, poor co-operation from some suppliers meant issues could not be resolved and, if the City had proceeded, this issue may have restricted the City's ability to recharge for the works.</p>
<b>19. Sharing best practice</b>	At project initiation stages, Project Manager, Asset Programme managers and Housing Management will meet to discuss the planned works, ensure all relevant matters and concerns are noted and may be addressed, and develop a clear planned route for the project.
<b>20. AOB</b>	N/A

## **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	

## **Contact**

<b>Report Author</b>	Lochlan MacDonald
<b>Email Address</b>	Lochlan.macdonald@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3939

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# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 10833  
**Core Project Name:** Holloway Estate – Electrical Rewiring  
**Programme Affiliation** (if applicable): Not applicable  
**Project Manager:** Lochlan MacDonald  
**Next Gateway to be passed:** Gateway 6 - Outcome

## [2] Project Brief

**Project Description:** Works to bring landlord's and tenanted dwellings' electrical services up to standard and compliance .  
**Definition of need:** To ensure residents' safety, prolong the life of the asset, reduce amounts of response repairs required  
**Key measures of success:** On Time, under budget, high level of tenant satisfaction.

## [3] Progress Status

**Expected timeframe for the project delivery:** Completed  
**Key Milestones:**  
**Are we on track for completing the project against the expected timeframe for project delivery?** N/A  
**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**  
 Not applicable

## [4] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

### Since 'Project Briefing' G1 report:

This project was initiated before the introduction of the Gateway process.

### *Scope/Design Change and Impact:*

### Since 'Project Proposal' G2 report (PSC Approval)

- This project was initiated before the introduction of the Gateway process.
- 

### *Scope/Design Change and Impact:*

### Since 'Options Appraisal and Design' G3-4 report (PSC Approval 05/07/2014):

- Total Estimated Cost (excluding risk): £720,000
- Resources to reach next Gateway (excluding risk): £28,000
- Spend to date: Staff fees
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

<i>Scope/Design Change and Impact:</i>		
<b>Issues Report</b>		
<b>Since 'Authority to start Work' G5 report (PSC Approval 15/03/2017):</b>		
<b>Tenanted Rewires:</b>		
<ul style="list-style-type: none"> <li>Total Estimated Cost (excluding risk): £253,365.75</li> <li>Resources to reach next Gateway (excluding risk) £253,365.75</li> <li>Spend to date: £28,000</li> <li>Costed Risk Against the Project: £0.00</li> <li>CRP Requested: £0.00</li> <li>CRP Drawn Down: £0.00</li> </ul>		
<b>Landlords Electrics Since Issues Report (PSC 15/03/2017)</b>		
<ul style="list-style-type: none"> <li>Total Estimated Cost (excluding risk): £466,634.25</li> <li>Resources to reach next Gateway (excluding risk): £10,369.65</li> <li>Spend to date: £28,000 (included as per tenanted rewires above).</li> <li>Costed Risk Against the Project: £0.00</li> <li>CRP Requested: £0.00</li> <li>CRP Drawn Down: £0.00</li> </ul>		
<b>Since 'Authority to start Work' G5 report (CO Approval 26/07/18):</b>		
<b>Landlords Electrics</b>		
<ul style="list-style-type: none"> <li>Total Estimated Cost (excluding risk): £424,011.50</li> <li>Resources to reach next Gateway (excluding risk): £424,011.50</li> <li>Spend to date: £29,600* (figure covers tenant's rewires as well)</li> <li>Costed Risk Against the Project: £0.00</li> <li>CRP Requested: £0.00</li> <li>CRP Drawn Down: £0.00</li> </ul>		
<i>*£244,997.75 as erroneously reported at this gateway as expenditure against the project. This figure was for separate emergency works and was not part of the project.</i>		
*		
<i>Scope/Design Change and Impact:</i>		
<b>Total anticipated on-going commitment post-delivery [£]:</b> Any future expenditure will be covered by response repairs <b>Programme Affiliation [£]:</b> £589,649.55 (plus future response repairs) <b>Top risk:</b>		
<i>Risk description</i>	<i>Non access to tenanted flats delaying works and extra unknown works required to the landlord's electrics.</i>	
<b>Top issue realised</b> <risks which have come to pass:>		
<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
The original joint specification was not fit for purpose.	Specification split into two separate contracts so these could be expedited	£0.00 (covered by existing approved amounts for staff costs)

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<b>[5] Member Decisions and Delegated Authority</b>
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None – all are reported above.
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<b>Committees:</b>	<b>Dates:</b>
Corporate Projects Board (decision) Projects Sub (decision) Housing and Almshouses Management Sub (decision)	28 June 2019 19 July 2019 22 July 2019
<b>Subject:</b> Avondale Square Estate SE1 -Emergency and Communal Lighting Replacement <b>Unique Project Identifier:</b> 12073	<b>Gateway 1-4 Project Proposal &amp; Options Appraisal Regular</b>
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> Lochlan MacDonald	<b>For Decision</b>
<h1>PUBLIC</h1>	

## Recommendations

<p><b>1. Approval track, next steps and requested decisions</b></p>	<p><b>Project Description:</b> The emergency lighting at Avondale Square estate is not up to standard and needs to be brought to compliance. The communal lighting across the estate is a mixture of not working and of lights being constantly lit, even during daytime. The lighting is not energy efficient, and it is proposed to look at replacing all emergency lighting and carry out works to improve the economy and energy efficiency of all communal lighting.</p> <p><b>Next Gateway:</b> Gateway 5 Authority to start works.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Draft employer's requirements in order to tender for the works;</li> <li>• Ask City Procurement to undertake a tender exercise.</li> <li>• Analyse tender and appoint contractor.</li> </ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That the condition of the emergency and communal lighting at Avondale Square is noted;</li> <li>2. Note the total estimated cost of the project at <b>£399,000</b> (excluding risk);</li> <li>3. Approve a budget of £19,000 for staff costs to reach Gateway 5;</li> </ol>
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	<div>4. That a Costed Risk Provision of <b>£38,000 (10%)</b> is approved (to be drawn down via delegation to Chief Officer).</div> <div>5. That Option 2, to replace all communal and emergency lighting, and wiring as necessary, is approved</div>												
<div>2. Resource requirements to reach next Gateway</div>	<div>For recommended option 2</div> <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 draft and collate tender documents</td><td>Housing Revenue Account</td><td>£19,000</td></tr><tr><td>Total</td><td></td><td></td><td>£19,000</td></tr></table> <div>Costed Risk Provision requested for this Gateway: £0</div> <div>Costed Risk of £38,000 to note against the project.</div>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	To draft and collate tender documents	Housing Revenue Account	£19,000	Total			£19,000
Item	Reason	Funds/ Source of Funding	Cost (£)										
Staff Costs	To draft and collate tender documents	Housing Revenue Account	£19,000										
Total			£19,000										
<div>3. Governance arrangements</div>	<div>Projects Sub</div> <div>Housing Management and Almshouses Sub</div> <div>This will be monitored on a monthly basis by the Housing Programme Board.</div>												

### Project Summary

<b>4. Context</b>	<ol style="list-style-type: none"> <li>Following a recent project at Avondale Square to repair and upgrade street lighting across the estate, the condition of emergency and block lighting was noted as a concern.</li> <li>The maintenance contractor for the City's housing estates has also submitted reports highlighting the poor and inconsistent emergency lighting provision.</li> <li>An independent consultant has carried out a survey of these elements and advises that some are not working, others are on 24 hours a day and the energy efficiency of fittings could be markedly improved.</li> <li>The wiring for the light fittings is old and needs to be assessed and replaced as necessary as part of the works.</li> </ol>
<b>5. Brief description of project</b>	<ol style="list-style-type: none"> <li>The proposed works will entail the replacement of all emergency and communal block lighting across the affected blocks at Avondale (see appendix 2 for asset list).</li> </ol>

	<ol style="list-style-type: none"> <li>The new emergency lighting will then meet compliance and the new communal lighting will be more energy efficient, so reducing costs and maintenance.</li> <li>The reduced maintenance and running costs will mean that the works will pay for themselves within 13 years of installation.</li> </ol>
<b>6. Consequences if project not approved</b>	<ol style="list-style-type: none"> <li>The emergency lighting's failure to be fully compliant poses a serious threat to residents' safety if, for example, buildings had to be evacuated during a general electrical failure and/or fire.</li> <li>The communal lighting is not fully fit for purpose, is wasteful in terms of running costs and maintenance, is energy inefficient and does not fulfil landlord's duties in terms of decent facilities.</li> <li>The wiring may represent the risk of causing an electrical fire and of possible electrocution.</li> </ol>
<b>7. SMART project objectives</b>	<ul style="list-style-type: none"> <li>To reduce running and maintenance costs by an estimated total of £153,400 over each 5 year period. This will be measured by comparison of utility bills.</li> <li>To ensure all emergency and communal lighting and wiring thereof is fully working, reaches compliancy and improves energy efficiency.</li> </ul>
<b>8. Key benefits</b>	<ul style="list-style-type: none"> <li>The works will ensure that the emergency lighting is fit for purpose and improve residents' safety.</li> <li>The communal lighting replacement will reduce running and maintenance costs (estimated to be from £247,000 to £93,600, a saving over five years of £153,400).</li> <li>On this basis, the savings accrued by the works will pay for themselves within a thirteen year period.</li> <li>CO2 emissions will be reduced (by an estimated 500 tonnes over a five year period).</li> </ul>
<b>9. Project category</b>	1. Health and safety
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	Twelve Acres House at Avondale Square estate is excluded because this was only recently constructed and reaches necessary compliance standards.

### Options Appraisal

<b>12. Overview of options</b>	<p>OPTION 1 - Carry out works under response repairs – any necessary works to be arranged through the schedule of rates contractor.</p> <p>OPTION 2 -Tender the works as one package to completely replace emergency and communal lighting with energy</p>
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	<p>efficient LED fixtures and fittings, and any necessary re wiring. This represents better overall value for money.</p> <p>OPTION 3 -Tender the works for all existing facilities to be checked and repair only those elements which are not working.</p>
<b>13. Risk</b>	<p><b>Overall project risk:</b> Medium</p> <p>The main risk is that there may be unknown faults that have not been foreseen and may require extra works.</p> <p>The expected Costed Risk Provision is £38,000 (10%)</p> <p>Further information available within the Risk Register (Appendix 3) and Options Appraisal.</p>

### Resource Implications

14. Total estimated cost	For recommended option 2. <b>Total estimated cost (excluding risk):</b> £399,000 <b>Total estimated cost (including risk):</b> £437,000 The project briefing (Appendix 1) reflects an original estimate based on incomplete information. The revised costs above were provided following a survey of the site and are expected to be more realistic.								
15. Funding strategy	Is funding confirmed: All funding fully guaranteed	Who is providing funding: Internal - Funded wholly by City's own resource							
	<b>Recommended option</b>								
	<table><tr><td><b>Funds/Sources of Funding</b></td><td><b>Cost (£)</b></td></tr><tr><td>Housing Revenue Account - works</td><td>£380,000</td></tr><tr><td>Housing Revenue Account – Staff Costs</td><td>£19,000</td></tr><tr><td><b>Total</b></td><td><b>£399,000</b></td></tr></table> <p>A 10% Costed Risk Provision (£38,000) may be requested at a later stage. Details of potential risks are included in the attached risk register (appendix 3).</p> <p>Based on a works cost of £380,000, it is estimated that £64,270 may be recoverable from long leaseholder contributions. The estimated average service charge per property is £579.00</p>		<b>Funds/Sources of Funding</b>	<b>Cost (£)</b>	Housing Revenue Account - works	£380,000	Housing Revenue Account – Staff Costs	£19,000	<b>Total</b>
<b>Funds/Sources of Funding</b>	<b>Cost (£)</b>								
Housing Revenue Account - works	£380,000								
Housing Revenue Account – Staff Costs	£19,000								
<b>Total</b>	<b>£399,000</b>								

### Appendices

<b>Appendix 1</b>	Project Briefing
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<b>Appendix 2</b>	List Of Properties
<b>Appendix 3</b>	Risk Register
<b>Appendix 4</b>	PT4 Procurement Form
<b>Appendix 5</b>	Test of Relevance

### **Contact**

<b>Report Author</b>	Lochlan MacDonald
<b>Email Address</b>	Lochlan.macdonald@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3939

**Options appraisal table.***Delete option numbers as appropriate*

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b>1. Brief description</b>	Carry out works under response repairs – any necessary works to be arranged through the schedule of rates contractor.	Tender the works as one package to completely replace emergency and communal lighting with energy efficient LED fixtures and fittings and any necessary rewiring.	Tender the works for all existing facilities to be checked and repair only those elements which are not working.
<b>2. Scope and exclusions</b>	<p>Scope:</p> <ul style="list-style-type: none"> <li>As and where required on Avondale Square Estate:</li> </ul> <p>Exclusion:</p> <ul style="list-style-type: none"> <li>Areas with functioning communal and emergency Lighting:</li> <li>Twelve Acres House</li> <li>All other City of London Housing estates.</li> </ul>	<p>Scope:</p> <ul style="list-style-type: none"> <li>Older Blocks at Avondale Square Estate:</li> </ul> <p>Exclusions:</p> <ul style="list-style-type: none"> <li>Twelve Acres House</li> <li>All other City of London Housing estates.</li> </ul>	<p>Scope:</p> <ul style="list-style-type: none"> <li>Older Blocks at Avondale Square Estate:</li> </ul> <p>Exclusions:</p> <ul style="list-style-type: none"> <li>Twelve Acres House</li> <li>All other City of London Housing estates.</li> </ul>
<b>Project Planning</b>			

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
<b>3. Programme and key dates</b>	<p>Overall project: Completion date: Unquantifiable.</p> <p>Key Dates:</p> <ul style="list-style-type: none"> <li>Repairs will be undertaken as and when they are identified as needed</li> </ul>	<p>Overall project: Completion date: August 2020</p> <p>Key dates:</p> <ul style="list-style-type: none"> <li>Gateway 1 – 4 Approval – July 2019;</li> <li>Invite and Receive tenders – End of August 2019</li> <li>Post Tender Consultations – complete by Mid October</li> <li>Gateway 5 Approval – November 2019.</li> <li>Start on site: December 2019</li> <li>Finish on site: August 2020.</li> </ul>	<p>Overall project: Completion date: August 2020</p> <p>Key dates:</p> <ul style="list-style-type: none"> <li>Gateway 1 – 4 Approval – July 2019;</li> <li>Invite and Receive tenders – End of August 2019</li> <li>Post Tender Consultations – complete by Mid October</li> <li>Gateway 5 Approval – November 2019.</li> <li>Start on site: December 2019</li> <li>Finish on site: May 2020.</li> </ul>
<b>4. Risk implications</b>	<p>Overall project option risk: High</p> <ul style="list-style-type: none"> <li>Will only account for facilities identified as not working.</li> <li>No consideration given to condition, life expectancy of working lights</li> </ul>	<p>Overall project option risk: Medium.</p> <ul style="list-style-type: none"> <li>Extra costs for unknown issues may be needed.</li> </ul> <p>Further information available within the Risk Register (Appendix 2).</p>	<p>Overall project option risk: High</p> <ul style="list-style-type: none"> <li>Will only account for facilities identified as not working.</li> <li>No consideration given to condition, life expectancy of working lights</li> </ul>
<b>5. Benefits</b>	<ul style="list-style-type: none"> <li>Repairs will be undertaken more quickly.</li> </ul>	<ul style="list-style-type: none"> <li>Will bring whole estate up to standard and uniformity.</li> <li>Will realise economies of scale.</li> </ul>	<ul style="list-style-type: none"> <li>Works may complete more quickly.</li> </ul>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<ul style="list-style-type: none"> <li>No section 20 consultations with leaseholders required.</li> </ul>	<ul style="list-style-type: none"> <li>Will result in running and maintenance cost savings.</li> <li>Will reduce CO2 emissions.</li> <li>Will improve resident safety.</li> <li>Works will help to prolong the lives of assets.</li> </ul>	<ul style="list-style-type: none"> <li>Likely to be more economical in terms of works covered.</li> </ul>
<b>6. Disbenefits</b>	<ul style="list-style-type: none"> <li>Some required repairs may not be identified:</li> <li>Not all fixtures will be brought to an equal standard:</li> <li>This will eat into the response repairs budget and could jeopardise other required repairs:</li> <li>possible future failures and decreasing life expectancy is not addressed:</li> <li>no future savings on running costs will be realised:</li> <li>CO2 emissions will not be reduced.</li> </ul>	<ul style="list-style-type: none"> <li>Will cost more than other options;</li> <li>Works cannot start as quickly.</li> </ul>	<ul style="list-style-type: none"> <li>Not all fixtures will be brought to an equal standard:</li> <li>possible future failures and decreasing life expectancy is not addressed.</li> <li>no future savings on running costs will be realised;</li> <li>CO2 emissions will not be reduced.</li> </ul>
<b>7. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>Members</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Residents</li> <li>Housing Management Staff</li> </ul>

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
	<ul style="list-style-type: none"> <li>• Housing Management Staff</li> <li>• Contractor</li> <li>• An Equality Impact Assessment will need be undertaken for this option if chosen as this could adversely affect certain groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Management Staff</li> <li>• Consultants</li> <li>• Contractors</li> <li>• The attached test of relevance (appendix 5) indicates no Equality Impact Assessment will need be undertaken for this option if chosen, as all groups will benefit.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultants</li> <li>• Contractors</li> <li>• An Equality Impact Assessment will need be undertaken for this option if chosen as this could adversely affect certain groups</li> </ul>
<b>Resource Implications</b>			
<b>8. Total estimated cost</b>	Total estimated cost (excluding risk): Unquantifiable.	Total estimated cost: (including risk): £437,000	Unquantifiable at this stage
<b>9. Funding strategy</b>	Housing Revenue Account (response repairs budget)  This budget is already established	Housing Revenue Account  Subject to Approval and other priorities	Housing Revenue Account  Subject to Approval and other priorities
<b>10. Estimated capital value/return</b>	None.	£153,400 saving every 5 years at current prices	None
<b>11. Ongoing revenue implications</b>	Unquantifiable – future repairs to estate lighting will be required	Unquantifiable – future repairs to estate lighting will be required but	Unquantifiable – future repairs to estate lighting will be required

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
		to a lesser degree if this option is chosen	
<b>12. Investment appraisal</b>	<ul style="list-style-type: none"> <li>Not Applicable</li> </ul>		
<b>13. Affordability</b>	<p>The established response repairs budget will be used if this option is chosen.</p> <p>However, these works would decrease the budget and may impact on the ability to do future repairs</p>	<p>These options will require funding from the Housing Revenue Account and will have to be judged in relation to other requested works.</p>	
<b>14. Procurement strategy/Route to Market</b>	No applicable.	<p>CLPS have been asked to advise on the best strategies for these options and recommend a closed tender using suppliers with a proven good track record with similar works.</p>	
<b>15. Legal implications</b>	<b>None</b>	<p>Comptrollers and City Solicitors have been consulted and have no comment.</p>	
<b>16. Corporate property implications</b>	None	None	None
<b>17. Traffic implications</b>	<p>Any local traffic implications, such as contractor's vehicles, will be discussed as necessary with Housing Management at estate level.</p>		

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
<b>18. Sustainability and energy implications</b>	The like for like replacement of existing substandard fittings will not have any positive effects on sustainability.	The new proposed fittings will have a positive effect on the Carbon Footprint of the estate.  It is predicted that these works will decrease CO2 emissions by 500 tonnes over a five year period	The like for like replacement of existing substandard fittings will not have any positive effects on sustainability.
<b>19. IS implications</b>	<ul style="list-style-type: none"> <li>None</li> </ul>		
<b>20. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li>These works would mean that some residents are likely to have improved facilities compared to others.</li> <li>If this option is chosen, and an equality impact assessment will need to be undertaken</li> </ul>	<ul style="list-style-type: none"> <li>The attached test of relevance (appendix 5) indicates that an Equality impact assessment is unnecessary for this option.</li> <li>All defined groups will benefit from improved facilities.</li> </ul>	<ul style="list-style-type: none"> <li>These works would mean that some residents are likely to have improved facilities compared to others.</li> <li>If this option is chosen, and an equality impact assessment will need to be undertaken</li> </ul>
<b>21. Data Protection Impact Assessment</b>	N/A	N/A	N/A
<b>22. Recommendation</b>	Not recommended	Recommended	Not recommended





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## Project Briefing

Project identifier			
[1a] Unique Project Identifier	To be advised	[1b] Departmental Reference Number	N/A
[2] Core Project Name	Avondale Square Estate -Emergency and Communal Lighting Replacement		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[5] Senior Responsible Officer	Paul Murtagh, Assistant Director, Barbican Estate & Property Services
[6] Project Manager	Lochlan MacDonald

Description and purpose					
[7] Project Description					
To replace the communal and emergency lighting to improve safety, meet compliance and reduce costs.					
[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)?					
The emergency lighting is not working and as such, this causes safety concerns for residents. The communal lighting is inconsistent and wasteful and replacing this with more energy efficient fittings would reduce costs, save energy and reduce emissions. Furthermore, the savings in running costs and maintenance are such that the works will effectively pay for themselves.					
[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.					
[4] Communities are cohesive and have suitable housing and facilities.					
[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.					
[10] What is the link to the departmental business plan objectives?					
<b>Safe</b> -The works will improve the safety and security of residents					
<b>Health and wellbeing</b> – The improved facilities will help people of all ages enjoy good health and wellbeing by reducing stress about safety and security					
<b>Community</b> – The works will mean that there are uniform facilities within blocks, so engendering equality and community.					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory:	Y	Sustainability: Essential for business continuity	Y	Improvement:	Y

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Compliance with legislation, policy and audit				New opportunity/ idea that leads to improvement	
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<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
1) Improvement in lighting facilities across the estate.	
2) Reduction in maintenance and running costs by approximately 60%.	
3) Decrease in CO2 emissions	
<b>[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.)</b>	
It is expected that the works will result in approximately £150,000 worth of saving over 5 years. Annual electricity usage may be compared to determine if this has been achieved.	
<b>[14] What is the expected delivery cost of this project (range values)(£)?</b>	
Lower Range estimate: Up to £700,000 including risk provision of £200,000 Upper Range estimate: Up to £1,200,000 including risk provision of £200,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)(£):</b>	
The new fittings will be guaranteed for 5 years so no ongoing maintenance costs should be incurred.	
<b>[16] What are the expected sources of funding for this project?</b>	
Housing Revenue Account	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Lower Range estimate: start December 2020 – end August 2020 Upper Range estimate: start April 2020 – end April 2021	

<b>Project Impact:</b>	
<b>[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?</b>	
N/A	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	Officer Name: Mark Jarvis
Chamberlains: Procurement	Officer Name: Michael Harrington
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	Contractor – to be appointed
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b>	
Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	

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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: N/A



**Appendix 2.**

<b>Avondale Square Estate</b>	
<b>Communal, Emergency Lighting and Wiring Replacement</b>	
<b>List of Affected Blocks</b>	
<b><i>Block name</i></b>	<b><i>No. of Dwellings</i></b>
Avondale House	48
Brettinghurst	18
Centre Point	74
Colechurch House	44
East Point	74
Eric Wilkins House	20
George Elliston House	45
Harman Close	48
Longland Court	87
Procter House	52
Tevatree House	7
Tovy House	52
West Point	74
<b>TOTAL</b>	<b>643</b>

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City of London: Projects Procedure Corporate Risks Register

Project Name:		Avondale Square Communal and Emergency Lighting		PM's overall risk rating:	Medium	CRP requested this gateway		Average unmitigated risk	6.0	Open Risks	1
Unique project identifier:		To Be advised		Total estimated cost (exc risk):	£ 380,000	Total CRP used to date	£ -	Average mitigated risk score	1.0	Closed Risks	0

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification 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	Comment(s)
R1	4	(2) Financial	Unforeseen emergency works	Delay to works, more funding required, danger to public if left unattended to	Possible	Serious	6		N	8 – Fairly Confident	reports from contractors on site to monitor progress and determine actions	£0.00	Rare	Minor	£38,000.00	1	£0.00	No	19-Jun-19	Lochlan MacDonald	Lochlan MacDonald		Unclear on costed risks of this stage but hoping to benchmark against other ongoing projects of a similar nature. Currently based on a 10% risk estimate as per industry standard.
R2																							
R3																							
R4																							
R5																							
R6								£0.00				£0.00			£0.00		£0.00						
R7								£0.00				£0.00			£0.00		£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
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R90								\$0.00					\$0.00			\$0.00	\$0.00						
R91								\$0.00					\$0.00			\$0.00	\$0.00						
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R93								\$0.00					\$0.00			\$0.00	\$0.00						
R94								\$0.00					\$0.00			\$0.00	\$0.00						
R95								\$0.00					\$0.00			\$0.00	\$0.00						
R96								\$0.00					\$0.00			\$0.00	\$0.00						
R97								\$0.00					\$0.00			\$0.00	\$0.00						
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## 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:	Avondale Square Communal and Emergency Lighting		
Summary of Goods or Services to be sourced			
To replace all communal and emergency lighting across the estate, to reach compliance, reduce costs and improve energy efficiency			
Contract Duration:	6 -12 Months	Contract Value:	£380,000
Stakeholder information			
Project Lead & Contract Manager: Lochlan Macdonald		Category Manager: Michael Harrington	Lead Department: DCCS - Housing
Other Contact		Department	
Jason Hayes		DCCS- Major Projects	

### Specification Overview

<b>Summary of the Specification:</b> <ul style="list-style-type: none"> <li>Replacement of all communal light fittings within blocks with low energy LED fittings and bulbs, plus sensory, reactive hardware to improve energy efficiency.</li> <li>To replace all emergency lighting to bring this up to standard, ensure full compliance and ensure residents safety.</li> </ul> <b>Technical and Pricing evaluation ratio</b> <b>60% (Technical) / 40% (Price)</b>
<b>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)</b>
<b>Project Objectives:</b> <ul style="list-style-type: none"> <li>To improve resident safety and security.</li> <li>To cut running and maintenance costs;</li> <li>To improve energy efficiency;</li> <li>To prolong the life of assets.</li> <li>To ensure compliance</li> </ul>

### Customer Requirements

<b>Target completion date</b>	<b>August 2020</b>	<b>Target Contract award date</b>	<b>December 2019</b>
<b>Are there any time constraints which need to be taken into consideration?</b> The works need to be expedited as inadequate emergency lighting does not meet compliance.			
<b>Efficiencies Target with supporting information</b>			
To ensure that the best price is provided for the best quality of work available.			

### City of London Initiatives

<b>How will the Project meet the City of London's Obligation to</b>	
<b>Adhere to the Corporation Social Responsibility:</b>	
Yes	
<b>Take into account the London Living Wage (LLW):</b>	
Yes	
<b>Consideration for Small to Medium Enterprises (SME):</b>	
Yes	
<b>Other:</b>	

## Procurement Strategy Options

### **Option 1: Traditional – Client Led (Single Stage)**

#### **Advantages to this Option:**

- Completed design to share with the Tenderers.
- No additional design fees required.
- The Supplier is aware of their requirement from the outset.

#### **Disadvantages to this Option:**

- No contingency included in the budget, programme and design if unforeseen issues appear.

**Please highlight any possible risks associated with this option:** Providing a design that can be delivered may require additional works or surveys which may not be available within the programme or the budget.

## Procurement Strategy Recommendation

### **City Procurement team recommended option**

For the required works, this is the only real available option. The Design is a very small amount overall, but there is a lot of repetition of work on a large scale.

## Procurement Route Options

### **Option 1: Below OJEU Tender – Closed Tender**

#### **Advantages to this Option:**

- Allows us to engage with the Selected specialist contractors with a good history of successful works.
- Allows the City to build the specification it requires and work to the timescales it requires.
- Allows us to engage with SME's as opposed to using a framework, which stereotypically have larger suppliers appointed to them.

#### **Disadvantages to this Option:**

- Will take longer to engage with the market.

#### **Please highlight any possible risks associated with this option:**

- No guarantee of the quality of responses returned.
- Responses could possibly be over OJEU threshold.

### **Option 2: Appoint via a framework supplier**

#### **Advantages to this Option:**

- Quicker engagement with the market.
- Pre-vetted suppliers on the framework.

#### **Disadvantages to this Option:**

- Less engagement with SME's
- Larger Suppliers will subcontract the work as opposed to having employees working directly on the project.

#### **Please highlight any possible risks associated with this option:**

- The quality of the service and works carried out could be lower than expected.

## Procurement Route Recommendation

### **City Procurement team recommended option**

**Option 1: Below OJEU Closed Tender** – The City has a robust procurement code for projects below EU threshold. This ensures that we approach the market appropriately, engaging with the market. Ensure that the Most Economically Advantageous Tender is awarded, and the Corporation is confident Value for Money has been reached.

## Price Mechanism

### **Option 1: Lump sum fixed price**

#### **Advantages to this Option:**

- Once price paid for the delivery of the specification and schedule.
- A contractual arrangement where the fee is capped, and the supplier accepts the risk.
- Gives a clear cost, which aids reporting and budget management.

#### **Disadvantages to this Option:**

- The Supplier will be looking to make efficiencies in their supply chain where they can to maximise their profit.
- Contract variations can be costly.

**Please highlight benefits and possible risks associated with this Option relative to the specifics of the project:**

<ul style="list-style-type: none"> <li>Variations to the amount of locations and requirements, maybe amended and would cause issues when variant the contract.</li> </ul>
<b>Option 2: Fixed price - schedule of rates</b>
<b>Advantages to this Option:</b> <ul style="list-style-type: none"> <li>This give a more granular overview on each element, identifying how much each install is for a sized property.</li> <li>It allows easier calculations for variation if additional properties require work or unforeseen requests.</li> <li>Variations require less administration to action.</li> <li>Allows for necessary emergency works</li> </ul>
<b>Disadvantages to this Option:</b> <ul style="list-style-type: none"> <li>Easier for the project team to become relied on the variations and add additional work to the contact.</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</b> <ul style="list-style-type: none"> <li>Compliance can set in for variation and the ease in which the contract can be amended.</li> </ul>

### Pricing Mechanism Recommendation

<b>City Procurement team recommended option</b>
<b>Option 2: Fixed price - schedule of rates/bill of quantities</b> – The specification is set and the proposed works have been agreed for each property, this should not change and give us the opportunity to have a clear breakdown on spend per property and takes account of any emergency repairs required

### Form of Contract

<b>Option 1: CoL Standard amendments to JCT</b>
<b>Advantages to this Option:</b> <ul style="list-style-type: none"> <li>Commonly used form of contract with suppliers</li> <li>Claims are dealt with retrospectively.</li> </ul>
<b>Disadvantages to this Option:</b> <ul style="list-style-type: none"> <li>SME's may not have experience dealing with these terms.</li> <li>Does not support collaborative working.</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project :</b> <ul style="list-style-type: none"> <li>There is a lack of understanding of the terms that will cause delay and increased resources to solve issues.</li> </ul>
<b>Option 2: CoL Standard amendments to NEC3</b>
<b>Advantages to this Option:</b> <ul style="list-style-type: none"> <li>Pro-Active approach to delivery.</li> <li>Using the spirit of mutual trust</li> </ul>
<b>Disadvantages to this Option:</b> <ul style="list-style-type: none"> <li>SME's may not have experience dealing with these terms.</li> <li>Terms favour the Supplier.</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</b> <ul style="list-style-type: none"> <li>There is a lack of understanding of the terms that will cause delay and increased resources to solve issues.</li> </ul>
<b>Option 4: Other CC&amp;S standard form</b>
<b>Advantages to this Option:</b> <ul style="list-style-type: none"> <li>These are well known to the Contractors and we receive minimal objections to their usage.</li> <li>The terms are designed for low value work, this is suited to the project and the delivery.</li> </ul>
<b>Disadvantages to this Option:</b> <ul style="list-style-type: none"> <li>None seen at this time.</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</b> <ul style="list-style-type: none"> <li>The Supplier may propose their own terms and conditions.</li> </ul>

### Sign Off

<b>Date of Report:</b>	18 June 2019
<b>Reviewed By:</b>	Lochlan MacDonald
<b>Department:</b>	DCCS - Housing
<b>Reviewed By:</b>	Michael Harrington
<b>Department:</b>	Chamberlain's Department

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# TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on Colnet at: <http://colnet/Departments/Pages/News/Equality-and-Diversity.aspx>

## Introduction

**The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:**

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

What is due regard?	How to demonstrate compliance
<div data-bbox="89 730 145 912" data-label="Page-Header">Page 181</div> <ul style="list-style-type: none"> <li>• It involves considering the aims of the duty in a way that is proportionate to the issue at hand</li> <li>• Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision</li> <li>• Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.</li> </ul> <p>The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.</p> <p>Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.</p> <p>It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.</p>	<p>Case law has established the following principles apply to the PSED:</p> <ul style="list-style-type: none"> <li>• <b>Knowledge</b> – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.</li> <li>• <b>Sufficient Information</b> – must be made available to the decision maker</li> <li>• <b>Timeliness</b> – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.</li> <li>• <b>Real consideration</b> – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.</li> <li>• <b>Sufficient information</b> – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty</li> <li>• <b>No delegation</b> - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.</li> <li>• <b>Review</b> – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.</li> </ul> <p><b>However there is no requirement to:</b></p> <ul style="list-style-type: none"> <li>• Produce equality analysis or an equality impact assessment</li> <li>• Indiscriminately collect diversity data where equalities issues are not significant</li> </ul>

	<ul style="list-style-type: none"> <li>• Publish lengthy documents to show compliance</li> <li>• Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met</li> <li>• Make services homogeneous or to try to remove or ignore differences between people.</li> </ul> <p><b>The key points about demonstrating compliance with the duty are to:</b></p> <ul style="list-style-type: none"> <li>• Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups</li> <li>• Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications</li> <li>• Keep adequate records of the full decision making process</li> </ul>
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### Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

**Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.**

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

### What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

<p><b>1. Proposal / Project Title:</b> Avondale Square Estate – Communal and Emergency Lighting Replacement.</p> <p><b>2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):</b> The current lighting is failing and needs replacement or repair. Approval is needed to replace with more efficient lighting to improve residents safety.</p>
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3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:

Protected Characteristic (Equality Group) <input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This will improve visibility for this group
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
Sex (i.e gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above.
<b>There are no negative/adverse impact(s)</b> Please briefly explain and provide evidence to support this decision:		The current lighting is inconsistent, with some areas not working at all whilst other areas have areas illuminated for 24 hours a day. These works will ensure all areas are properly lit and served by compliant emergency lighting.		
<b>Are there positive impacts of the proposal on any equality groups?</b> Please briefly explain how these are in line with the equality aims:		The positive impacts are the benefits of improved illumination and visibility for all groups.		
6. As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/> )	Yes	No	<b>Briefly explain your answer:</b> I do not feel that a full EA is required for these works. However, we will liaise CoL Building Control and Accessibility Officers and will follow their guidance on whether a full Equality Assessment is required.	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
7. Name of Lead Officer: Lochlan MacDonald		Job title: Asset Programme Manager		Date of completion: 13 June 2019

Signed off by Department Head Of Major Projects:

Name: Jason Hayes

Date: 13 June 2019

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