

Committee	Dated:
Community & Children's Services	12/04/2019
Subject: Housing Property Services – Achievements 2018	Public
Report of: Director of Community & Children's Services	For Information
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Summary

The purpose of this report is to provide Members with an update on the work and positive outcomes of the Housing property Services Team for 2018.

Recommendation

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

Main Report

Introduction

1. At the start of the 2018, there were 29 projects that made up the HRA Major Works Improvement Programme and, by the end of the year, there were 24, with the majority of those now in progress. Eight projects have suffered short delays for various reasons including, extended procurement processes due to insufficient tenders received, additional governance processes to secure additional funding, additional design changes and resident consultation beyond what was reasonably expected.
2. This report identifies some of the challenges that we face in delivering a Major Works Improvement Programme of such a scale, scope and complexity. Most of these challenges arise simply as a result of the number of different works programmes that are being done within a relatively short period of time. Whilst we do put a lot of thought and effort in planning the various works, the scale of the 'catch-up' programme is such that having multiple projects carried out simultaneously is simply unavoidable.

3. The information contained in this report, for ease of reference, is broken down on an estate-by-estate basis and, outlines the internal enhancements made within the Housing Property Services team to improve and expedite the delivery of the HRA Major Works Improvement Programme.

Programme

Middlesex Street Estate

4. The project to renew the balcony doors and windows is due to start on site very shortly, subject to the execution of the contract. This will mean that, once complete, the whole of the Middlesex Street Estate will have benefited from replacement double-glazed windows.
5. Works to convert the retail space at podium level into 10 new units for social housing is due to complete at the end of May, three months earlier than programme. This will provide much needed accommodation for residents on our housing waiting list. The contractor carrying out this work, Vinci Construction UK, facilitated a very successful Christmas Community Social Event that was held on 13 December last year and was very well received by residents and the local community.
6. The concrete repair contract for the Middlesex Street Estate is well underway and is on schedule to complete as programmed.
7. Destructive fire testing has been carried out on several doors to tenants' homes across most of our housing estates. A contract for the replacement of fire doors in Petticoat Tower on the Middlesex Street Estate has been procured and, work is due to start on site very shortly.
8. As part of our electrical safety and upgrade programme, all emergency lights across the Middlesex Street Estate have been replaced. The new LED lights have an energy requirement that is three times lower than the original lights and are expected to have paid for themselves within two years.
9. There are significant challenges with the various major works programmes on the Middlesex Street Estate, as there are for many of our other estates. As previously stated, most of these challenges arise simply as a result of the number of different works programmes that are being done within a relatively short period of time. For example, the fire safety works, conversion works, concrete repair works, and door/window works require a high level of co-ordination of different contractors.
10. The project to replace the stairwell panels in Petticoat Tower suffered unexpected delays as a result of a lack of interest from contractors when it was advertised. This has led to a review of the procurement process with colleagues in City Procurement and an agreement to adopt a more proactive approach to the tender process going forward.

Holloway Estate

11. A programme of electrical testing and remedial works to our tenanted properties has been completed and the testing of the landlord's installations (common parts and the like) is underway. Customer satisfaction levels were extremely high (100%) and the work included adaptations for less able residents such as, lowering consumer units, hush switches for smoke detectors and switches and sockets in positions that are more easily accessible.
12. As part of our electrical safety and upgrade programme, new emergency lights have been installed across the estate. The new LED lights have an energy requirement that is three times lower than the original lights and are expected to have paid for themselves within two years.
13. All our tenanted properties on the Holloway Estate have now benefited from the electrical testing programme and subsequent remedial works and rewiring have also been carried out. These homes will not need testing as part of the cyclical maintenance programme for at least another five years.
14. By combining the various electrical works on the Holloway Estate into one project, we have been able to ensure a more co-ordinated and controlled approach to the works as well as, achieving economies of scale and greater value for money.

York Way Estate

15. The bin stores at Penfields House, Kinefold House and Lambfold House have had steel gates fitted to prevent fly tipping and reduce the risk of fires being started in the bin store areas. Residents are obviously provided with access.
16. The redecoration programme is underway across the whole of the York Way Estate and remains on schedule.
17. The Community Centre toilets have recently been renovated and can now be used by residents and visitors. The building was originally a nursery and, as such, the toilets were previously only suitable for children. The new modern facilities are suitable for people of all ages and are Part M compliant for disabled users.

Avondale Estate

18. Phase II of the Decent Homes Programme is now complete, with 77 homes benefiting from new kitchens and/or new bathrooms. Customer satisfaction was extremely high (97%) and it is estimated that the project, which finished on time, will come in 25% below the agreed budget.
19. A survey of the street and estate lighting has recently been completed to identify the work required to bring the lighting up to a modern and high standard. The work will be put out to tender shortly.

20. The Avondale Estate is being considered for future potential development opportunities. The challenge has been to align the various works programmes with potential development works to ensure that no 'abortive' work is carried out and potential development opportunities are not compromised. In addition, due consideration has been given to ensuring residents are properly consulted and informed on future proposals for their estate.

Golden Lane Estate

21. Great Arthur House has benefited from the installation of a modern, fully compliant fire alarm system along with smoke detectors and carbon monoxide detectors. All detectors are fully interrogatable and connect wirelessly to SMART devices.
22. Many properties in seven blocks on the Golden Lane Estate (excluding Crescent House and Cullum Welch House) have benefitted from new heating systems and, the new condensing boilers fitted as part of these works comply with the Air Quality Standards for the Square Mile. These new installations will go some way to helping reduce heating bills and the likelihood of fuel poverty.
23. The Concrete Repair contract for the Golden Lane Estate, except for Cullum Welch House, is nearing completion. To achieve this, we have developed an improved methodology for the concrete repairs that meets the requirements of planning and the Grade II listed status of the buildings.
24. The £1.3million refurbishment of the Golden Lane Community Centre has been completed and a very successful opening event was held on 14 July 2018. The newly refurbished building is proving to be extremely popular amongst residents and the demand for bookings is high.
25. There are several challenges that we have faced, and continue to face, in delivering such an extensive programme of works on the Golden Lane Estate. These include the listed status of the estate, the need to consult with external bodies such as Historic England and the Twentieth Century Society and the co-ordination and programming of various projects to facilitate adequate site facilities for all contracts.

Multi Estate Works

26. The Decent Homes Programme is nearing completion with work currently underway on the Golden Lane Estate. So far on the Golden Lane Estate, 21 new kitchens and 33 new bathrooms have been fitted. In addition, five new central heating boilers will be fitted. This has been a very challenging project with the need to comply fully with the requirements of planning and the listed status of the block. Other similarly completed works include:
- York Way Estate – 27 kitchens and 77 new bathrooms installed;
 - Windsor House – 50 kitchens and 54 new bathrooms installed along with three new boilers;

- Dron House – 23 kitchens and 19 new bathrooms installed along with one new boiler;
- Southwark Estate – 96 kitchens and 108 new bathrooms installed along with five new boilers;
- Sydenham Hill Estate – 11 kitchens and 13 new bathrooms installed along with two new boilers;

27. Following previous issues with the contractor on the original Decent Homes Programme making significant often unsubstantiated claims for 'extras', Housing Property Services introduced a new form of specification and contract that has proved successful in managing subsequent contracts. This has allowed the inclusion of genuine additional items such as, fire stopping, to be incorporated in the works whilst remaining within budget.

28. The Decent Homes Call Back Programme, which caters for properties that were previously missed due mainly, to tenant refusals to have the works done, delivered a further 29 new kitchens and/or 17 new bathrooms in 35 properties.

29. The Lift Refurbishment Scheme Phase 1 came to a successful conclusion in April 2018. The scheme included the refurbishment of the following existing passenger lifts:

- Golden Lane Estate – 10 lifts;
- William Blake Estate – 2 lifts;
- Collinson Court, Southwark Estates – 2 lifts.

This project was scheduled over a period of 2½ years and was delivered on time, nearly £250,000 below budget and to a very high standard.

30. The cyclical redecoration works have been completed on the Middlesex Street Estate and, in part as an interim measure, on the Golden Lane Estate. Works have now started ahead of schedule on the York Way and Avondale Estates.

Property Services

31. There has been a significant amount of work done in conjunction with colleagues in City Procurement to improve the tender process for works within Housing Property Services and although, as Members will be aware, there is still much to be done, we are seeing an improvement in the quality of the tender process and the submissions we receive.

32. Following an OJEU compliant procurement process, a new Repairs and Maintenance Contract was awarded that will give us more clarity and certainty in the administration of this works. This is a more intrusive contract for a period of five years (with a break clause after three years). The contract provides for better performance monitoring through an improved suite of Key Performance Indicators and post-completion audits, as informed by our tenants. It is intended that the Property Services Officers will also post inspect at least 15% of all jobs completed.

33. An OJEU compliant procurement process for the maintenance of lifts across the whole of our social housing estates (133 lifts in total) has recently been completed. Tenders are currently being analysed and, it is intended that the new contract will commence in July this year.
34. In ensuring that we make the best use of available technology, a new Asset Management Software Application was rolled out across all projects and is actively being used by all Project Managers.
35. In line with our Housing Communications Strategy previously approved by Members, communication with residents has improved significantly through a structured and targeted programme of project consultation, information events such as 'Meet the Contractor', Drop-In sessions and Progress Meetings. Most of these events are very well attended and are proving popular.
36. For the specific benefit of residents on the Golden Lane and Middlesex Street Estates to keep them updated with progress on the multiple projects being carried out on their estate, we produce and deliver, updates and newsletters on a weekly/bi-weekly basis. Newsletters are delivered by email and by hand, as well as being made available on Estate Facebook pages.
37. The Golden Lane Estate now has a dedicated 'Golden Lane Major Works' webpage, which is updated on at least a monthly basis. The webpage provides succinct information on all major works with links to relevant documents for those residents who prefer to receive information on line.

Financial Considerations (Leaseholders)

38. The HRA Major Works Improvement Programme is a significant programme both in terms of its scale and, its cost, which is estimated to be in the region of £55million. With the inclusion of fire safety improvement works such as the installation of sprinklers in our five high-rise blocks and, the door replacement programme, the estimated cost will likely increase by a further £10million.
39. A significant number of leaseholders live on our social housing estates and, the successful recovery of leaseholder contributions for works included in the HRA Major Works Improvement Programme is crucial to our Business Plan.
40. In order to ensure that leaseholder contributions can be recovered, we are required to comply with the specific provisions of Section 20 of the Landlord and Tenant Act 1985, as amended by the Commonhold and Leasehold Reform Act (CLRA) 2002, which involves leasehold property and consultation with leaseholders on major works.
41. The scale of the HRA Major Works Improvement Programme and, the number of projects that it includes, means that leaseholders across our social housing estates are now faced with significant bills for their legitimate contributions towards the cost of the various works. As a result, we are understandably, experiencing much greater challenges and scrutiny from leaseholders in relation to the various works programmes that has, on occasions, led to delays in progress.