

<b>Committees:</b>	<b>Dates:</b>
Corporate Projects Board Projects Sub Housing Management and Almshouses Sub	29 March 2019 24 April 2019 16 May 2019
<b>Subject:</b> City of London Housing Estates Play and Ball Games Areas Refurbishment  <b>Unique Project Identifier:</b> TBA	<b>Gateway 1-4 Project Proposal &amp; Options Appraisal</b> Regular
<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> To carry out full replacement of play facilities at six identified sites across the City of London's housing estates.</p> <p><b>Next Gateway: Gateway 5, authorisation to start works</b></p> <p><b>Next Steps:</b> Seek tenders for project work related to the above (and order necessary repairs that are not subject to the project process).</p> <ol style="list-style-type: none"> <li>1. Draft employer's regulations to enable procurement.</li> <li>2. Ask City Procurement to carry out procurement exercises</li> <li>3. Analyse tenders.</li> </ol> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That budgets of £30,200 are approved for staff costs (£6,050) and fees (£24,150) to reach the next Gateway;</li> <li>2. Note the total estimated cost of the project at a budget of <b>£271,700</b> (excluding risk);</li> <li>3. That Option One (for replacement of facilities) is approved.</li> <li>4. Note (for information) attached risk register (Appendix 3).</li> </ol>
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<b>2. Resource requirements to reach next Gateway</b>	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff Costs	To take project forward	Housing Revenue Account	£6,050
	Fees	To take project forward, seeking advice on equipment and standards	Housing Revenue Account	£24,150
	<b>Total</b>			£30,200
	<b>Costed Risk Provision requested for this Gateway: £0</b> (To be requested at Gateway 5, if necessary, as detailed in the Risk Register – Appendix 3)			
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li>• The project will be monitored by the Housing Programme Board, on behalf of the Department of Community and Children’s Services</li> <li>• Paul Murtagh, Assistant Director of Barbican Estate and Property Services is the senior reporting officer. Lochlan MacDonald, Asset Programme Manager within the Department of Community and Children’s Services will be responsible for getting this project to Gateway 5, where responsibility will then switch to the appropriate Project Manager to deliver the project.</li> <li>• As this project is being monitored by the Housing Programme Board, a dedicated project board is not necessary in this instance.</li> </ul>			

### Project Summary

<b>4. Context</b>	<ol style="list-style-type: none"> <li>1. Following health and safety concerns raised about the condition of the play and ball games areas situated on the City’s housing estates, the Department of Community and Children’s Services commissioned a specialist company to carry out and inspection of all such areas, to inform on the priorities of works required.</li> <li>2. A summary of the inspections’ main conclusions is attached (appendix 2).</li> <li>3. The list has detailed:</li> </ol>
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	<ul style="list-style-type: none"> <li>• Where specific play and ball games areas require immediate replacement due to a majority of the facilities not reaching required standards or being beyond economical repair.</li> <li>• Specific pieces of equipment that require immediate repair or replacement.</li> <li>• Specific pieces of equipment that are expected to require repair/replacement within the foreseeable future.</li> <li>• The estates where full replacement is required need to be addressed as soon as possible and it makes sense to do these together. One estate that is required in a year's time has also been added to as to do this in isolation would be more expensive and not benefit from economies of scale.</li> </ul>							
<p><b>5. Brief description of project</b></p>	<p>1. The works being considered are:</p> <ul style="list-style-type: none"> <li>• Carry out full replacement of play and ball games areas at seven sites identified as priorities as follows:</li> </ul> <table border="1" data-bbox="529 875 1168 1162"> <tr> <td>Avondale Ball Games Area , SE1</td> </tr> <tr> <td>Avondale Green Play area, SE1</td> </tr> <tr> <td>Avondale House Play Area, SE1</td> </tr> <tr> <td>Avondale -Eric Wikins House Play Area, SE1</td> </tr> <tr> <td>Middlesex Street Play Area, E1</td> </tr> <tr> <td>Windsor House Play Area, N1</td> </tr> <tr> <td>York Way Play Area, N7</td> </tr> </table> <ul style="list-style-type: none"> <li>• Appoint contractors to carry out the immediately required repairs on, or replace, specific individual equipment and facilities or address these through response repairs.</li> <li>• Likely future repairs will be picked up under the annual playground inspection regime and addressed via the response repair system.</li> </ul> <p>2. These works are required to address serious health and safety matters identified at play areas, and ensure facilities meet necessary standards.</p> <p>3. They are also required in order to provide residents and their families with decent, modern recreational facilities.</p>	Avondale Ball Games Area , SE1	Avondale Green Play area, SE1	Avondale House Play Area, SE1	Avondale -Eric Wikins House Play Area, SE1	Middlesex Street Play Area, E1	Windsor House Play Area, N1	York Way Play Area, N7
Avondale Ball Games Area , SE1								
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Middlesex Street Play Area, E1								
Windsor House Play Area, N1								
York Way Play Area, N7								
<p><b>6. Consequences if project not approved</b></p>	<p>1. The play and ball games areas will continue to degrade, and could, if not addressed, lead to injury and harm of residents and visitors' children who use these.</p> <p>2. Injuries sustained whilst using equipment that is not up to standard may lead to litigation against the City, causing reputational damage and payments to injured parties.</p> <p>3. If the issues of disrepair are not addressed, the identified play areas will need to be closed, to prevent potential</p>							

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

### Options Appraisal

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

**Resource Implications**

<p><b>14. Total estimated cost</b></p>	<p>For recommended options:</p> <p><b>Total estimated cost (excluding risk):</b></p> <ul style="list-style-type: none"> <li>• Replacement works: Option 1 - £271,700</li> </ul> <p><b>Total estimated cost (including risk):</b></p> <ul style="list-style-type: none"> <li>• Replacement works: Option 1 - £380,375</li> </ul>							
<p><b>15. Funding strategy</b></p>	<p>Is funding confirmed: All funding fully guaranteed</p>	<p>Who is providing funding: Internal - Funded wholly by City's own resource</p> <p><b><i>Recommended option</i></b></p> <table border="1" data-bbox="533 1872 1350 2020"> <thead> <tr> <th data-bbox="533 1872 1158 1928">Funds/Sources of Funding</th> <th data-bbox="1158 1872 1350 1928">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="533 1928 1158 1984">Replacement Works - HRA</td> <td data-bbox="1158 1928 1350 1984">£241,500</td> </tr> <tr> <td data-bbox="533 1984 1158 2020">Staff Costs - HRA</td> <td data-bbox="1158 1984 1350 2020">£6,050</td> </tr> </tbody> </table>	Funds/Sources of Funding	Cost (£)	Replacement Works - HRA	£241,500	Staff Costs - HRA	£6,050
Funds/Sources of Funding	Cost (£)							
Replacement Works - HRA	£241,500							
Staff Costs - HRA	£6,050							

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

### **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	List of Works
<b>Appendix 3</b>	Risk Register
<b>Appendix 4</b>	PT4

### **Contact**

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**Options appraisal table.** Areas requiring full replacement:

Delete option numbers as appropriate

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

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

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

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

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

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

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

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<ul style="list-style-type: none"> <li>A test of relevance has been undertaken and shown that a full equality impact assessment is not necessary for this option</li> </ul>	<ul style="list-style-type: none"> <li>However, if this option is pursued it may then be necessary as this potentially disadvantages disabled children.</li> </ul>	<ul style="list-style-type: none"> <li>However, if this option is pursued it may then be necessary as this potentially disadvantages disabled children.</li> </ul>
<b>21. 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>	<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>	<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>
<b>22. Recommendation</b>	Recommended	Not recommended	Not recommended

