

<b>Committee</b>	<b>Dated:</b>
Housing Management & Almshouses Sub Committee	16 May 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 eighth update report highlights specific areas of ‘slippage’ or ‘acceleration’ since the last meeting of the Sub-Committee on 26 March 2019 as well as, progress against the programme as originally reported in November 2017.

#### Considerations

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

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

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

#### H41: Great Arthur House – Front Door Replacement

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

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

#### H24: Petticoat Tower Balcony Doors and Windows

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

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

#### H15: Cullum Welch – Concrete Repairs

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

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

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

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

#### H40: Golden Lane Window Replacement

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

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

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

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

#### H5: Decent Homes (Phase II)

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

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

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

#### H37: Holloway Estate Electrical Rewire (Landlords)

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

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

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

## **Appendices**

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

Paul Murtagh

Assistant Director, Barbican & Property Services

T: 020 7332 3015 E: [paul.murtagh@cityoflondon.gov.uk](mailto:paul.murtagh@cityoflondon.gov.uk)