

Committee	Dated:
Housing Management & Almshouses Sub Committee	16 May 2019
Subject: Housing Window Replacement Programme	Public
Report of: Director of Community & Children's Services	For Information
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Summary

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

Recommendation

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

Main Report

Background

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

Considerations

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

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

Wider Estates

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

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

- 8 March 2019 – appointment of Design Consultant;
- 25 March 2019 – existing and proposed elevations produced and agreed;
- 4 April – meeting with paint manufacturer to test substrate and specify appropriate fire-rated decorative finishes;
- 12 April 2019 – Pre-Planning application submitted to Tower Hamlets;
- 23 April 2019 - opening up works to identify size, type and suitability of lintol to determine whether further structural work is required;
- 3 May 2019 – tests results received from paint manufacturer.

11. The appointment of the Design Consultant referred to above covers the pre-planning process, preparation of specification and design for all of the Wider Estates and will ensure that we can simultaneously submit planning applications for all estates, which will considerably speed up the initial stages of the process.

Golden Lane Estate

12. The projected timeline for the delivery of the Window Replacement Programme on the Golden Lane Estate is attached to this report at Appendix 2. We currently estimate that work on the Golden Lane Estate will start in August next year and will take around 12 months to complete.

13. Members will be particularly aware of the complexity and intricacy of the Window Replacement Programme on the Golden Lane Estate due, in the main, to its listed status. Crescent House, a Grade II* Listed Building is particularly challenging and, is much more than a straight-forward window replacement programme.

14. One of the main difficulties that we face on the Golden Lane Estate, particularly Crescent House, is the need to satisfy the specific requirements of, not only the City Corporation's Planning Team, but also, Historic England and the 20th Century Society.

15. Set out below, are some of the key stages recently completed in the preparation works for Crescent House. From this information, Members will get a sense of the complexity of this project and the level of detail that is necessary to ensure it can progress:

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

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

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

Procurement

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

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

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

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

Resources

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

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

Potential Risks

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

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

Appendices

Appendix 1: Window Replacement Programme Timeline – Wider Estates

Appendix 2: Window Replacement Programme Timeline – Golden Lane Estate

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