

Committees:	Dates:
Corporate Projects Board <i>[for decision]</i> Projects Sub <i>[for decision]</i> Community & Children's Services <i>[for decision]</i>	13 January 2021 25 January 2021 29 January 2021
Subject: Golden Lane Area Lighting and Accessibility Unique Project Identifier: PV ID 12249	Gateway 1-4 Project Proposal & Options Appraisal Regular
Report of: Director of Community & Children's Services	For Decision
Report Author: David Downing, Asset Programme Manager	
PUBLIC	

Recommendations

<p>1. Approval track, next steps and requested decisions</p>	<p>Project Description: The existing external lighting on the Golden Lane Estate needs significant improvement in order to improve accessibility and safety in the semi-public areas of the estate and to enhance the navigability to its community-use buildings. These areas are expected to see an increased footfall due to Crossrail and Culture Mile developments.</p> <p>The existing lighting provision does not perform the function required to ensure that areas in semi-public spaces are safe, adequately lit, and well maintained (thereby reducing the incidence of slips, trips and falls) and easily navigable and accessible in hours of darkness where signage directing visitors to community-use buildings is often obscured by ineffective lighting provision. To correct these shortcomings, it is therefore proposed to upgrade the existing deficient external lighting installations to modern, energy-efficient LED fittings, which would significantly improve the illumination of these areas and therefore the accessibility of the estate in general and to its community-use buildings in particular. Improvements to the directional signage and wayfinding on the estate may also be required.</p> <p>Funding Source: Funding for this scheme from City Fund Central Resources was agreed in principle as part of the 2020/21 annual capital bid process. Further approval of</p>
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Resource Allocation Sub and Policy and Resources Committee is required to draw down against these funds.

Next Gateway: Gateway 5

Next Steps:

- draft employer’s requirements in order to tender for the lighting improvement works
- liaise with planning authorities to ensure compliance with heritage constraints
- City Procurement to undertake a tender exercise
- analyse tender and submit Gateway 5 report.

Requested Decisions:

1. That a budget of **£15,000** is approved for internal staff costs to reach the next Gateway
2. Note the project budget of **£15,000** (excluding risk)
3. Note the total estimated cost of the project at **£500,000** (excluding risk) and that release of funding is subject to the further approval of Resource Allocation Sub and Policy and Resources Committees
4. That option 2 (upgrade existing external lighting provision to energy-efficient modern fittings) is approved to proceed to procurement.

2. Resource requirements to reach next Gateway

For recommended option 2:

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff Costs	To draft and collate tender documents	City Fund Central Resources	£15,000
Total			£15,000

‘In principle’ approval to this funding was agreed as part of the 2020/21 annual capital bid process. Drawdown against this funding will be subject to the further approval of the Resource Allocation and Policy and Resources Committees.

As these are works of improvement, partial recovery of costs from Golden Lane Estates leaseholders is not achievable.

Costed Risk Provision requested for this Gateway: N/A

<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Service Committee: Housing Management & Almshouses Sub Committee • Senior Responsible Officer: Paul Murtagh, Assistant Director Barbican & Property Services, Department of Community and Children’s Services (DCCS) • The project will be monitored by the Housing Programme Board.
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Project Summary

<p>4. Context</p>	<p>The current provision of external lighting on the Golden Lane Estate is generating acute safety concerns relating to the poorly lit public walkways within and around the estate, and leading to its community-use buildings (including the Golden Lane Community Centre, Fusion Gym and the Sir Ralph Perrin Centre). There are areas where a poorly illuminated change of direction of height could result in a slip, trip or fall, leading to a person or persons injuring themselves and potentially claiming compensation from the City.</p> <p>Lighting is also a major contributing factor to ensuring safe passage and movement around the estate. It ensures that residents and the general public feel safe, particularly during shorter days in the winter months. It is also useful in highlighting changes in the pathways and important signage directing visitors to the community buildings situated within the estate’s confines.</p> <p>The estate and surrounding area is expected to suffer from increased footfall due to Crossrail and the Culture Mile in the near future. Improvements to the directional signage to community-use buildings may also be required.</p> <p>Much of the existing lighting is via sodium high-pressure fittings which are largely inefficient and add to our carbon footprint. The rest of the lighting is fluorescent, with an average lifespan of just over one year before replacement is required. This adds to the ever-increasing repair costs. LED lighting is much more efficient, has less impact on the environment through directed lighting, costs less to run by using less energy, and requires replacement less often. It is anticipated that significant modernisation of the existing electrical infrastructure supporting the external lighting will be required to facilitate these works.</p> <p>The Department of the Built Environment has completed a comprehensive lighting review of the existing provision on the</p>
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	<p>Golden Lane Estate. The overall condition of the lighting was assessed as poor and neglected with inconsistencies in the existing fixtures contributing to issues in navigating the estate's semi-public spaces, particularly on winter evenings.</p> <p>In addition, a full Electrical Installation Condition survey has recently been completed for the Golden Lane Estate. This report details the extent of remedial works required to facilitate the external lighting upgrades. As no further surveys are required, it is recommended that this project proceed directly to Gateway 4.</p>
5. Brief description of project	<ol style="list-style-type: none"> 1. The proposed works will entail the replacement and upgrade of all communal block and podium lighting across the Golden Lane Estate. 2. Upgraded lighting to be energy-efficient, thereby reducing costs and maintenance. 3. Upgrade existing electrical supply to lighting installations to ensure compliance with modern safety standards. 4. Following lighting improvements, upgrade directional signage to community-use buildings if required.
6. Consequences if project not approved	<ol style="list-style-type: none"> 1. The existing external lighting is not fully fit for purpose, is wasteful in terms of running costs and maintenance, and is energy-inefficient. 2. The existing external lighting does not fulfil the landlord's duties in terms of decent facilities, and does little to promote a safe and accessible estate, or aid navigability to community-use buildings. 3. The existing wiring to the current lighting installations is no longer fit for purpose and presents the risk of causing an electrical fire and possible electrocution.
7. SMART project objectives	<ul style="list-style-type: none"> • To improve safety and accessibility of both the community-use buildings and housing blocks via the upgrade of external community lighting (158 units). • To ensure that all external lighting and associated wiring is fully working, reaches compliancy, improves energy-efficiency and is fit for purpose.
8. Key benefits	<ul style="list-style-type: none"> • The works will ensure that the external lighting is fit for purpose, which will improve residents' and community building users' safety when transiting the Golden Lane Estate area. • The works will enhance the general accessibility of the estate and appropriately direct the increasing flow of visitors away from private areas at a time when footfall is expected to increase. • By upgrading to energy-efficient installations, CO₂ emissions will be reduced. (A similar scheme recently

	<p>completed at the Avondale Square Estate estimated a reduction in carbon emissions of 62%).</p> <ul style="list-style-type: none"> • By upgrading to energy-efficient installations, running costs (via both energy usage and ongoing maintenance costs) will be reduced. (A similar scheme recently completed at the Avondale Square Estate estimated a reduction in running costs of 60%).
9. Project category	1. Health and safety
10. Project priority	A. Essential
11. Notable exclusions	<p>The accessibility and navigability of the estate would also be improved by correcting a number of surface defects in the estate's public walkways. Large-scale podium waterproofing and resurfacing works are scheduled on future works programmes for the estate which would be the appropriate time for the systematic correction of such defects. Any surface defects requiring immediate attention would be referred to reactive repairs.</p> <p>Internal block communal and emergency lighting is excluded from this project, although it should be noted that significant upgrades to the existing lighting provision in these areas will need to be addressed.</p> <p>Highways team-maintained lighting on Goswell Road is also excluded.</p>

Options Appraisal

12. Overview of options	<p>Option 1: Carry out works under responsive repairs contract – any necessary works to be arranged through the schedule of rates contractor on an ad hoc basis as individual units fail or become unserviceable. This project will close.</p> <p>Option 2: Tender the works as one package to completely upgrade all communal external lighting with energy-efficient LED fixtures and fittings, and any necessary rewiring to facilitate the upgrades. This represents better overall value for money all would allow for a uniform lighting provision across the estate. Once lighting improvements have been made, review and improve directional signage as required. This option is recommended.</p>
13. Risk	<p>Overall project risk: Low</p> <p>A condition survey of the existing wiring and installations has been completed and the extent of required lighting improvement works is known with some confidence.</p> <p>Golden Lane Estate is Grade II Listed; any significant changes to the appearance of the buildings would require Heritage</p>

	<p>approvals which could delay any upgrade programme. Early dialogue with Planning during specification would mitigate risk.</p> <p>As all works are external to buildings, the imposition of further COVID-19 social distancing measures is unlikely to negatively impact the programme.</p>
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Resource Implications

14. Total estimated cost	<p>For recommended option 2.</p> <p>Total estimated cost (excluding risk): £400,000 – £500,000</p> <p>Total estimated cost (including risk): N/A</p>									
15. Funding strategy	<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>								
<p>Recommended option</p> <table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees & Staff Costs – City Fund Central Resources*</td> <td>£60,000</td> </tr> <tr> <td>Works – City Fund Central Resources*</td> <td>£440,000</td> </tr> <tr> <td>Total</td> <td>£500,000</td> </tr> </tbody> </table> <p>* 'In principle' approval to this funding was agreed as part of the 2020/21 annual capital bid process. Drawdown against this funding will be subject to the further approval of the Resource Allocation and Policy and Resources Committees.</p> <p>As these are works of improvement, partial recovery of costs from Golden Lane Estates leaseholders is not achievable.</p>			Funds/Sources of Funding	Cost (£)	Fees & Staff Costs – City Fund Central Resources*	£60,000	Works – City Fund Central Resources*	£440,000	Total	£500,000
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Appendices

- Appendix 1 – Project Briefing
- Appendix 2 – Risk Register
- Appendix 3 – PT4 Procurement Form

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Options appraisal table.

	<i>Option 1</i>	<i>Option 2</i>
1. Brief description	Carry out works under responsive repairs contract as and when any existing units fail – any necessary works to be arranged through the schedule of rates contractor.	Tender the electrical works as one package to completely replace the existing communal external lighting with energy-efficient LED fixtures and fittings and any necessary rewiring. Once lighting improvements have been made, review and improve directional signage as required.
2. Scope and exclusions	This project would close.	Replace and rewire all existing external lighting installations with modern, energy-efficient equivalents in a planned programme of works.
<i>Project Planning</i>		
3. Programme and key dates	<p>Overall project: Completion date: This project would close.</p> <p>Key dates:</p> <ul style="list-style-type: none"> • Repairs will be undertaken as and when they are identified as needed. 	<p>Overall project: Completion date: December 2021</p> <p>Key dates:</p> <ul style="list-style-type: none"> • Gateway 1–4 Approval – January 2021 • Procurement – February/March 2021 • Gateway 5 Approval – April 2021 • Start on site: May 2021 • Finish on site: December 2021

	<i>Option 1</i>	<i>Option 2</i>
4. Risk implications	Overall project option risk: None, this project will close.	Low. Full surveys have been carried out and the extent of works required to upgrade the external lighting is known. Golden Lane Estate is Grade II Listed and any works will need to comply with heritage constraints.
5. Benefits	<ul style="list-style-type: none"> No large capital outlay required. Costs, although higher in total, would be spread throughout the extended replacement period. 	<ul style="list-style-type: none"> Will bring the whole estate up to standard and uniformity Will realise economies of scale Will result in running and maintenance cost savings Will reduce CO₂ emissions Will improve resident safety and accessibility of the estate
6. Disbenefits	<ul style="list-style-type: none"> Full benefits unlikely to be realised in the short term Any short-term improvements in lighting provision and accessibility will be piecemeal No savings via economies of scale Not part of a uniform programme of works Additional strain on responsive repairs budget 	<ul style="list-style-type: none"> Expense of improvement works comes all at once

	<i>Option 1</i>	<i>Option 2</i>
	<ul style="list-style-type: none"> • Waiting for component failure is bad practice 	
7. Stakeholders and consultees	None. This project would close.	<ul style="list-style-type: none"> • Residents, including leaseholders • Departments of City Surveyor's, Built Environment, Town Clerks, Planning and Chamberlain's (including City Procurement) • Members and Ward Members
Resource Implications		
8. Total estimated cost	Total estimated cost (excluding risk): Unquantifiable	Total estimated cost (excluding risk): £400,000 – £500,000
9. Funding strategy	Housing Revenue Account (responsive repairs budget) This budget is already established.	City Fund Central Resources. 'In principle' approval to this funding was agreed as part of the 2020/21 annual capital bid process. Drawdown against this funding will be subject to the further approval of the Resource Allocation and Policy and Resources Committees.
10. Estimated capital value/return	N/A	N/A

	<i>Option 1</i>	<i>Option 2</i>
11. Ongoing revenue implications	Additional strain on responsive repairs budget.	Future maintenance costs will be significantly reduced, easing the burden on the responsive repairs budget.
12. Investment appraisal	N/A	N/A
13. Affordability	The established response repairs budget will be used if this option is chosen. However, these works would decrease the budget and may impact on the ability to complete future repairs.	'In principle' approval to this funding was agreed as part of the 2020/21 annual capital bid process.
14. Procurement strategy/Route to Market	N/A	City Procurement 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 for the lighting improvement works. An additional small value procurement will also be required to cover any improvements to directional signage.
15. Legal implications	N/A	N/A
16. Corporate property implications	None	None

	<i>Option 1</i>	<i>Option 2</i>
17. Traffic implications	None	None
18. Sustainability and energy implications	An ad hoc approach to upgrading the existing lighting provision would only deliver incremental energy efficiencies.	The new proposed fittings will have an immediate positive effect on the carbon footprint of the estate. It is predicted that these works will decrease CO ₂ emissions by approximately. 62% as compared to the existing installations.
19. IS implications	None	
20. Equality Impact Assessment	An equality impact assessment will not be undertaken. This project will close.	An equality impact assessment will not be undertaken. The improved lighting provision of the proposed works would have a positive impact on all protected groups.
21. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a Data Protection Impact Assessment will not be undertaken.	
22. Recommendation	Not recommended	Recommended