

Committee(s):	Date(s):	Item no.
Community and Children's Services	March 2014	
Subject: Outcome Report – Windows at Lammas Green Flats	Public	
Report of: Director of Community and Children's Services	For Information	
Summary		
Dashboard		
Project Status	Green	
Time Line	2008/09 – 2010/11	
Programme status	Gateway 7 – project complete.	
Approved works budget	£273,375	
Works expenditure to date	£303,766	
Total Expenditure	£303,766	
<u>Brief description of project</u>		
<p>The project was established to replace the original timber-framed single-glazed sash windows within the flats at Lammas Green on the Sydenham Hill Estate. The project was proposed after higher than anticipated quotes were received for the redecoration and repair of the existing windows. Repairs to the roof, chimney stacks and guttering and the painting of stairwells were also carried out. Consultation commenced in 2008, Chief Officer approval was granted in 2009 and works were completed in March 2011.</p>		
<u>Outcome Report recommendation</u>		
The successful completion of the project is acknowledged.		

Overview

<p>1. Evidence of Need</p>	<p>The 30 Lammas Green flats were constructed in 1957 and timber-framed, single-glazed sash windows were installed. In 2008, higher than expected quotes were received for the repair and painting of the windows. The department decided to consult with residents to determine the approach.</p> <p>The options were for the windows to be repaired and redecorated, which would preserve the windows and delay their replacement to 2018/19, or immediate replacement. Works to repair the roof, chimney stacks and guttering, and painting the stairwells were to be carried out as part of the project (with either window option) to reduce inconvenience caused for residents by multiple projects, and to gain the most benefit out of the cost of the scaffolding.</p> <p>The cost implications were set out; should residents elect to have the windows repaired and redecorated in 2008/09, then replaced in 2018/19, the combined estimated cost was £13,655 per flat. Whereas immediate replacement was estimated at a cost of £7200 per flat with no further maintenance required for 10-15 years. Furthermore, newly installed windows would be double-glazed and offer a higher degree of thermal comfort. It was explained that the majority decision would determine the option selected. 21 out of 30 households (70%) elected for the option of replacement.</p>
<p>2. Project Scope and Exclusions</p>	<p>The project addressed solely the flats at Lammas Green.</p> <p>Exclusions: The windows at Lammas Green Houses, Mais House and Otto Close which are of different construction</p>

	types, due to be replaced in a separate project in 2014/15.
3. Link to Strategic Aims	This project supported Strategic Aim 2: To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
4. Within which category does the project fit	7a. Asset enhancement/improvement (capital)
5. What is the priority of the project?	B. Advisable
6. Resources Expended	Initial Estimate £273,375 (works, costs and fees) Best tender received for works: £252,444 Total Spend: £303,766 The total cost of the scheme is £303,766. A proportion of these costs will be recharged to leaseholders and the remainder will be met from the Housing Revenue Account (HRA). On this basis the final apportionment of costs is £143,317 (47.18%) to leaseholders and £160,449 (52.82%) to the HRA.

Outturn Assessment

7. Assessment of project against Success Criteria	The project was successful, as the scope of the works was completed; however the project costs were higher than anticipated.
8. Programme	In June 2008, residents were first consulted on the options. The works were specified and an invitation to tender was issued to 4 firms. In September 2009, the window replacement works were given Chief Officer approval. The contractor Bryen and Langley Ltd supplied the best quote and were appointed. The surveys commenced in April 2010 and the works started on-site in August 2010. The works were completed in March 2011.
9. Budget	Budget: £273,375 (works, staff costs and fees) Best works tender received: £252,444 Total Spend: £303,766 Spend Difference: £30,391 (11% higher than budget) The reasons for the outturn cost being higher than budget: <ul style="list-style-type: none"> • The lowest tender (of the four sought) came in 3.9% higher than the initial works estimate of £243,000. • There was no contingency within the budget. • The original company appointed to supply the windows went into liquidation, it was necessary to source another supplier. Managing this cost more in staff costs and fees in 2009/10 than would have been anticipated at this stage in the project. • The supplier liquidation issue delayed the start of the project which meant the installation phase was pushed into the winter. The particularly poor weather in the winter of 2010/11 had a high impact, as the windows could only be sealed in dry weather above 5 Celsius.
10. Risk	The project was low risk owing to the small scope.

	<p>The flats are within a conservation area which meant that the newly installed windows would need to closely match the original windows. Early engagement with LB Lewisham planning department was carried out, confirming that timber-framed windows would be required. This ensured time and resource were not wasted at a later stage.</p> <p>The risks that evolved into issues during the project were the liquidation of the initial window supplier and the weather delay. These issues lead to higher than budgeted costs and a minor overall project delay.</p>
11. Communications	The main communication path was through the Project Managers in the Department who ensured that the requirements of the project were met and liaised with contractors to remove obstacles that may affect their ability to deliver the works. The Project Managers liaised closely with the Asset Management team to advise of progress.
12. Benefits achieved to date	Those properties requiring the works have had them completed. This supports the dual aims of improving living conditions for residents and preserving the City's assets.
13. Strategy for continued achievement of benefits	The windows are programmed for first assessment after 10-15 years and will then join the rolling 10 year re-decoration programme. They will be due for replacement in 40-50 years.
14. Outstanding actions	There are no outstanding actions.

Review of Team Performance

15. Governance arrangements	Staff members were consulted including Chamberlain's, Town Clerks, Estate/Housing Management, City Surveyors and Property Services. The Asset Management team remained responsible for delivering the project. Project Managers carried out 'on the ground' monitoring. Reports were supplied to the Chief Officer throughout.
16. Key strengths	A key strength of the project was the high level of resident involvement. Residents were given a clear breakdown of the options and estimated costs at the outset of the project in order to make an informed decision. Residents were further involved in reviewing the window type at a pre-start meeting and choosing window fixture colour-way they would prefer.
17. Areas for improvement	Whilst liquidation of the supplier could not be predicted, liaison should be undertaken with Chamberlain's to advise of the situation and note that costs may increase as a result.
18. Special recognition	N/A.

Lessons Learnt

19. Key lessons and how they will be used and applied	There were some outstanding snagging items which were not addressed by the contractor in a timely fashion. Stronger contract monitoring will be enacted in future.
--	--

Contact

Report Author	Amy Carter
Email Address	Amy.Carter@cityoflondon.gov.uk
Telephone Number	0207 332 3768