

Committee:	Date:
Projects Sub Committee	23 February 2015
Subject: Gateway 2 Project Proposal: Housing Asset Management Plan	Public
Report of: Director of Community & Children's Services	For Decision

Project Summary

<p>1. Context</p>	<p>The City of London owns and manages 11 housing estates, two within the Square Mile:</p> <ul style="list-style-type: none"> • Golden Lane Estate • Middlesex Street Estates <p>and the other nine across neighbouring boroughs:</p> <ul style="list-style-type: none"> • Windsor House, Hackney • Holloway Estate, Isleden House, York Way Estate, Islington • William Blake Estate, Lambeth • Sydenham Hill Estate, Lewisham • Avondale Square Estate, Southwark Estates, Southwark • Dron House, Tower Hamlets. <p>There are 2,761 properties in total, of which 1,889 are lived in by our tenants and 872, which have been bought and are lived in by leaseholders or their tenants.</p> <p>Substantial capital investment over the past few years has delivered improvements to the internal elements of many of our tenanted properties, e.g. replacement kitchens and bathrooms, through the decent homes programme and other improvements such as lift refurbishment and new door entry systems on some estates.</p> <p>In December 2014 the Community & Children's Services Committee approved the Housing Services Asset Management Strategy and 5-year Asset Management Plan.</p> <p>The priorities within the strategy are to:</p> <ol style="list-style-type: none"> 1. Increase the supply of Homes 2. Complete the implementation of decent homes standards, to homes where this is not already in place and to enhance this
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	<p>standard by developing a new City of London Housing Standard.</p> <p>3. Provide homes that are: secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs.</p> <p>4. Deliver a new Letting Standard to all empty properties.</p> <p>5. Deliver value for money across capital investment, responsive repairs and the re-letting of empty properties</p>
2. Brief description of programme	<p>The Asset Management 5-year major works programme, which has been developed using recommendations from Health & Safety Risk Assessments, Savills Stock Condition Survey and other surveys and feasibility studies, aims to deliver Priorities 2 and 3 of the Asset Management Strategy.</p> <p>Whilst not exhaustive, the programme of works will include a range of projects, such as replacement heating systems, installing double glazed windows, refurbishing or replacing door entry systems, lift refurbishments, major roof repairs or replacements and redecorations of common parts (internal and external).</p> <p>The Asset Management Plan has been developed in accordance with the Housing 30-year Business Plan.</p>
3. Consequences if project not approved	<p>The various estates that make up the City's Housing stock were built between the 1920's to 1970's. As such many are now showing signs of aging and deterioration. The major works projects are required to counter the negative affects of having an ageing stock, meet our statutory obligations under the Landlord and Tenants Act 1985 (and revisions) and modernise our properties to provide secure homes that can be economically heated, are free from damp and can be adapted to accommodate changing needs.</p>
4. Success criteria	To be defined within each individual project
5. Notable exclusions	To be defined within each individual project
6. Governance arrangements	<p>Spending Committee: Community and Children's Services Committee</p> <p>Senior Responsible Officer: Karen Tarbox</p> <p>Project Board: Yes</p> <p>Housing Programme Board – Chaired by Director of Community & Children's Services.</p>

Prioritisation

7. Link to Strategic Aims	3. To provide valued services to London and the nation
8. Links to existing strategies, programmes and projects	Housing Strategy Asset Management Strategy Asset Management Plan Decent Homes Programme
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential

Options Appraisal

11. Overview of options	Not Applicable
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Project Planning

12. Programme and key dates	Overall programme: 5-years – see attached programme of works Key dates: to be confirmed within individual projects Other works dates to coordinate: Co-ordination of projects will be managed through the Housing Programme board and / or individual Project Boards.
13. Risk implications	Overall project risk: Green
14. Stakeholders and consultees	Community & Children's Services Committee Housing & Alms Houses Management Sub Committee Ward Members Resident Consultation on Asset Management Strategy and 5-year plan. Chamberlains City Surveyors

Resource Implications

15. Total estimated cost	3. £5m+ Likely cost range: Please refer to Appendix 2 Asset Management Plan for individual project cost estimates, where known.
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<p>16. Funding strategy</p>	<p>Housing Revenue Account. Where applicable works will be proportionately recharged to LeaseHolders.</p>
<p>17. On-going revenue implications</p>	<p>In some areas the major works will reduce revenue repair and maintenance costs in the short and medium term, e.g. fewer boiler breakdowns, leaking / drafty windows, lift breakdowns etc. New installations will attract appropriate life expectancy and warranties / guarantees. Revenue maintenance costs will form part of the lifetime cost of the individual projects.</p>
<p>18. Investment appraisal</p>	<p>Not carried out</p>
<p>19. Procurement strategy/Route to Market</p>	<p>The Housing Service is working closely with City Procurement on each of the individual projects within the programme to ensure the most suitable procurement approach is applied.</p>
<p>20. Legal implications</p>	<p>Need to comply with statutory obligations under the Landlord and Tenants Act 1985 (and revisions).</p>
<p>21. Corporate property implications</p>	<p>The 5-year Major works programme is to ensure the maintenance and enhancement of the City Housing Assets.</p>
<p>22. Traffic implications</p>	<p>To be considered for each individual project or programme of works</p>
<p>23. Sustainability and energy implications</p>	<p>To be considered for each individual project or programme of works</p>
<p>24. IS implications</p>	<p>None expected</p>
<p>25. Equality Impact Assessment</p>	<p>An equality impact assessment will be undertaken for each individual project or programme of works as applicable.</p>

Recommended Course of Action

<p>26. Next steps</p>	<p>Individual Projects will be submitted to the Project Sub Committee for consideration and approval</p>
<p>27. Approval track and next Gateway</p>	<p>Approval track: 1. Complex Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)</p>

	or as agreed for each individual project.
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Appendices

Appendix 1	Housing – Asset Management Strategy inc 5-Year Asset Management Plan (Appendix B)
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