

<b>Committees:</b>		<b>Dates:</b>
Housing Management & Almshouses Sub-Committee Projects Sub-Committee		26 September 2017 04 October 2017
<b>Subject:</b> Decent Homes works to properties previously omitted from programmes (Callbacks 2013-17)	<b>Gateway 7 Outcome Report Regular</b>	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing		<b>For Decision</b>

### Summary

Programme status	Works complete. Pending approval of Gateway 7 report and project closure.
Project Status compared to GW2	Budget: Green Specification: Green Time: Green
RAG Status against last approved	Budget: Green Specification: Green Time: Green
Approved budget at Gateway 5	£500,000.00
Total Spend to Date	£472,686.66
Overall Project Risk	Green/Low

### Summary

The Callbacks 2013-17 project provided a capped budget of £500,000 to facilitate kitchen, bathroom and heating upgrades to tenanted properties on City of London housing estates previously omitted from large scale Decent Homes programmes. These properties would have been omitted as they may have met the standard at the time or the works may have been refused by the tenant in occupation. Over time, as previously acceptable components failed or when properties where works were refused fell vacant, the callbacks programme allowed the City to bring these ad hoc works up to the required standard within the certainty of a tendered specification at fixed schedule of rates. Abbott Property Solutions Ltd were awarded the contract and 49 kitchens, 37 bathrooms and 8 central heating systems were successfully upgraded and brought up to standard in this project.

## Recommendations

1. It is recommended that the lessons learnt be noted and the project be closed.

## Main Report

<b>1. Brief description of project</b>	A three year fixed budget, schedule of rates contract for the upgrade of kitchens, bathrooms and heating systems to City of London tenanted flats previously omitted from wider Decent Homes programmes.
<b>2. Assessment of project against SMART Objectives</b>	<p>No SMART objectives were set for this project at the time of inception (2014). However, in retrospect these would be as follows:</p> <p>Specific: tenanted flats requiring upgrades to kitchens, bathrooms and heating systems are brought up to the appropriate standard.</p> <p>Measurable: the fixed term schedule of rates contract allowed accurate financial monitoring and a high degree of cost certainty.</p> <p>Timely: the flexibility of the contract allowed works to proceed as required at fixed rates over a pre-defined period of time rather than subject to multiple procurements.</p>
<b>3. Assessment of project against success criteria</b>	<ol style="list-style-type: none"><li>1. Tenanted flats identified for this programme have been brought up to Decent Homes standards.</li><li>2. The City remains compliant with the relevant legislation.</li></ol>
<b>4. Key Benefits</b>	<ol style="list-style-type: none"><li>1. Improved and modernised facilities for the residents living in the properties where works are completed.</li><li>2. The value of the City's Housing assets is maintained.</li><li>3. Compliance with statutory measures.</li></ol>
<b>5. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)</b>	Yes
<b>6. Programme</b>	The project was completed within the agreed programme

<p><b>7. Budget</b></p> <p><b>Final Account Verification</b></p>	<p>The project was completed within the agreed budget</p> <p>Not Verified</p> <p>Verification by Chamberlains not required as project does not exceed risk or budgetary thresholds.</p>

**\*Please note that the Chamberlain’s department Financial Services division will need to verify Final Accounts relating to medium and high risk projects valued between £250k and £5m and all projects valued in excess of £5m.**

**Review of Team Performance**

<p><b>8. Key strengths</b></p>	<p>1. Works completed to a high quality.</p> <p>2. Works scheduled as and when required at fixed costs as determined by the tendered schedule of rates.</p>
<p><b>9. Areas for improvement</b></p>	<p>1. A number of minor unforeseen repair items were omitted from the schedule of rates as tendered. These were required to be agreed with the contractor as they emerged throughout the works contract. A more comprehensive specification at the point of tender would be advised for future similar programmes.</p>
<p><b>10. Special recognition</b></p>	<p>N/A</p>

**Lessons Learnt**

<p><b>11. Key lessons</b></p>	<p>1. The City’s required timescales for the contractor to contact residents, book in and then complete works were not set out in the tender documents. This will be rectified in future projects to ensure contractor’s performance criteria are adequately prescribed.</p> <p>2. A more detailed specification and accompanying schedule of rates will reduce the risk of unpriced items being negotiated mid-contract.</p>
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<b>12. Implementation plan for lessons learnt</b>	1. Experience gained from this project will be implemented in other similar future projects and indeed has already been incorporated into the Callbacks 2017-20 project currently progressing through the Gateway process.
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### **Appendices**

None.

### **Contact**

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