

Report – Community and Children’s Services Committee

Gateway 4b: Windows Replacement & Common Parts Redecorations Programme – Golden Lane, Holloway, Southwark, Dron House, Sydenham Hill, William Blake and Windsor House

To be presented on Thursday, 7th December 2017

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

Gateway 2 approval had previously been provided for the commissioning of condition surveys across several City of London Housing Estates. This was given to identify areas where repair, refurbishment or replacement of windows or other common parts was required, with recommendations then to be produced for Members’ consideration.

These surveys have now been completed and the overall scope of the windows replacement and redecorations programme is significant, given that it covers multiple Estates, with estimated total programme costs of £16,905,452.

It is intended that a single design team be appointed to undertake the works across all Estates; however, pursuant to the City Corporation’s project management procedures, whilst works across the vast majority of Estates will proceed on the regular route, the Golden Lane Estate works will be progressed along the complex route (and thus also be considered by Members at the detailed design stage) due to that Estate’s listed status.

The Court’s approval is now sought to appoint the design team and to progress the project on the Golden Lane Estate to Gateway 4c to allow the requisite works to be undertaken, and to progress the programme to Gateway 5 on the wider estates at Holloway, Southwark, Dron House, Sydenham Hill, William Blake and Windsor House.

RECOMMENDATIONS

That approval be given to:-

- the progression of the programme of works across the Holloway, Southwark, Dron House, Sydenham Hill, William Blake and Windsor House Estates to Gateway 5;
- the progression of the programme of works at the Golden Lane Estate to Gateway 4c; and,

- the allocation of £1,087,967 for the procurement of a single design team, of which £449,854 being allocated to Golden Lane and £638,113 is to be allocated across the other Estates.

MAIN REPORT

Background

1. Following approval for the undertaking of surveys across the several City Corporation Estates, an options appraisal was undertaken in 2015 to determine individual requirements at all blocks. This was to be done taking into account current Building Regulations, local planning requirements and listed building status on certain estates (such as Golden Lane), with a view to making recommendations around repair, refurbishment and replacement.
2. At this options appraisals stage, the scope of the programme was expanded to address a wider remit of estates/blocks (and in some cases additional works) with a view to achieving further economies of scale, whilst at the same time providing a basis upon which to develop a cyclical maintenance and replacement programme in line with the Asset Management Strategy.
3. The options appraisal included a number of considerations around the viability of repair as opposed to replacement. Replacement and refurbishment options provide best value for money as opposed to continued repair and maintenance, especially when considered over a typical 25 to 40 year life expectancy of the windows (dependent upon the type of materials used). Furthermore, improvement in the Standard Assessment Procedure energy rating of our housing assets was also a major consideration that would be addressed through this approach within the programme of works.
4. The intention of the overall windows replacement and common parts repair programme is to split the programme into a number of distinct works packages, which would be procured under a Framework approach but likely form separate contracts for procurement of services and window contract works, with Golden Lane Estate proceeding separately through the Gateway process along the complex route (due to its listed status) while the remaining Estates progress along the regular route.

Proposal

5. It is recommended that the City Corporation go out to market for these works via a framework approach and identify a single design team that will have the expertise and experience to deliver all elements of the project; the benefits of which include:
 - Opportunity to retain knowledge and lessons learnt from other requirements.
 - Opportunity for economies of scale in unit costs associated with retaining a single design team for a higher value programme of work.
 - Avoidance of future opportunity costs and programme time to re-procure new design teams for subsequent requirements.
 - Option most likely to generate longer term investment by the design team.

- Less resource requirement, as the design team can work on multiple requirements concurrently.
6. Works will be procured separately via a framework approach once detailed designs and specifications have been produced. It is anticipated that to develop the proposals to a full planning application the estimated total full life project costs for consultancy (design team) are likely to be in the region of £1,509,415, of which approximately £749,757 will be apportioned to the Golden Lane Estate (due to the specialisms required). As such, while we have a single design team working across the programme, Golden Lane will essentially be treated as a separate project from a works perspective.
 7. When procuring the single design team, a breakdown of their estimated costs across each of the various work streams will be sought as part of the invitation to tender. Separate budgets will be allocated for Golden Lane and a combined budget for the remaining estates so that costs for services and works can be apportioned accordingly to the appropriate budget.

Financial Implications

8. Cost analysis undertaken by the appointed Quantity Surveyors across a sample of blocks suggest the latest estimates for total project cost (all estates) is £16,905,452; of which Golden Lane accounts for £8,397,278 and the wider Estates account for £8,508,174.

Conclusion

9. The Court is asked to approve this Gateway 4b report to enable the programme of works across the several Estates to proceed.

All of which we submit to the judgement of this Honourable Court.

DATED this 17th November 2017.

SIGNED on behalf of the Committee.

Dhruv Patel
Chairman, Community and Children's Services Committee