

<b>Committee</b>	<b>Dated:</b>
Housing Management & Almshouses Sub Committee	16 September 2019
<b>Subject:</b> Housing Major Works Programme – Progress Report	<b>Public</b>
<b>Report of:</b> Director of Community & Children’s Services	<b>For Information</b>
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### Summary

The purpose of this report is to update Members on the progress that has been made with the Housing Major Works Programme and to advise Members on issues affecting progress on individual schemes.

### Recommendation

Members are asked to note the report.

### Main Report

#### Background

1. At its meeting on 27 November 2017, the Housing Management & Almshouses Sub-Committee received a presentation from officers in Housing Property Services on the scope of, and progress with, the Housing Major Works Programme. Members subsequently agreed that it would be useful if further updates and progress reports be brought to future meetings of this Sub-Committee.
2. The first update and progress report was presented to this Sub-Committee at its meeting on 12 February 2018. This tenth update report highlights specific areas of ‘slippage’ or ‘acceleration’ since the last meeting of the Sub-Committee on 22 July 2019 as well as, progress against the programme as originally reported in November 2017.

#### Considerations

3. The City of London Corporation (City Corporation) is committed to investing around £55million on a Major Works Programme for the maintenance, refurbishment and improvement of its social housing portfolio. The works, in the main comprise:
  - Window replacements;
  - Re-roofing;

- Decent Homes (new kitchens and bathrooms);
  - Electrical rewiring and upgrades;
  - Heating replacements;
  - Concrete repairs.
4. The funding for these extensive works, which are intended to bring all the City Corporation's social housing stock up to, and beyond, the Decent Homes Standard, comes from the Housing Revenue Account (HRA), which is ring-fenced solely for housing. The HRA is made up of:
- Income from rents;
  - Income from service charges.
5. The Housing Major Works Programme was originally intended to be a 5-year programme however, the size and complexity of some of the projects included, along with initial staff resourcing issues, has meant that it is more likely to take 7 or 8 years to complete.
6. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
- Gateway Process;
  - DCCS Committee;
  - Projects Sub-Committee;
  - Housing Management & Almshouses Sub-Committee (recent addition);
  - Housing Programme Board.
7. The Housing Programme Board (HPB) is a cross-departmental group, chaired by the Director of Community & Children's Services and comprising senior officers from:
- Housing Management;
  - Housing Property Services;
  - City Surveyors;
  - Planning;
  - Finance;
  - Town Clerks;
  - City Procurement.
8. For the purpose of the HPB, officers have developed detailed report templates that show progress of the various works programmes and these are analysed and discussed monthly. At its meeting on 27 November 2017, following a presentation from officers in Housing Property Services on the scope of, and progress with the Housing Major Works Programme, Members agreed that a simplified version of the progress reports be brought to future meetings of this Sub-Committee.
9. Attached at Appendix 1 to this report, for Members consideration, is the latest version of the progress report for the Housing Major Works Improvement

Programme, which will be submitted to the HPB at its next meeting on 26 September 2019.

10. Members will note from the progress report at Appendix 1 that there has been little change to the status of the various projects since the last meeting of this Sub-Committee. Members are asked to specifically note the following updates:

H45 - York Way Communal Heating & H46 - Middlesex Street Communal Heating

There is a projected further delay of 1 month for these two projects to allow for alignment with the Committee cycle. However, the tenders have been analysed and, Gateway 5 reports seeking Committee approval to appoint contractors have been submitted to the relevant Committees.

H1 – Avondale Window Overhaul

An uplift to the budget has been sought under the Urgency Procedure to enable the project to proceed. The extent of the works required has significantly exceeded the initial estimate and budget for the works. The main reason for this, is that original estimates were based on a very limited sample survey of the flats included in the programme. This limited survey has not proven to be representative of the amount of work required in most of the flats. The need to seek approval for additional funding and, the additional works required, has meant that the programme of works has been extended by 4 months.

H43 – Decent Homes, Harman Close

The programme for the delivery of this project has been extended by 3 months to allow for the extended lead-in time for our nominated supplier to manufacture and deliver the replacement fire doors to be used in the project. All other works, however, have been completed to programme.

H24 – Petticoat Tower Balcony Windows and Doors

As Members will be aware from previous reports, this project has been significantly delayed as a result of two contractors withdrawing their tender bids at a very late stage. The contract has now been retendered with four bids received. It is expected that the tender evaluation will be completed early in September. Assuming there is a successful tender to proceed with, we expect to submit a Gateway 5 report to the relevant Committees in October and, have contracts exchanged in November.

H20 - Redecorations, Internal & External (Multiple Estates)

This multi-estate programme of works is now complete, and we are working to agree the Final Account. An Outcomes Report will be submitted to the relevant Committees in due course.

H17 – Golden Lane Heating Replacement Phase 2 (Crescent House & Cullum Welch House)

The tender evaluation process for the Design Team is now complete following final clarifications on the financial submissions. It is expected that the contract will be awarded early in September. We will then work with the Design Team to review the programme dates and key milestones for this project to ensure they remain realistic and achievable.

#### H39 - Window Replacement Programme (Wider Estates)

Pre-planning feedback has been received from all the host boroughs, except for Southwark. We have been working with our consultant, Playle & Partners, to ensure that the feedback received is addressed as part of the final designs and, we will be submitting full planning applications in the next few weeks. Officers continue to chase Southwark planning counterparts with a view to securing a date for the required pre-planning meeting.

#### H40 - Window Replacement Programme (Golden Lane)

An OJEU compliant tender process for the appointment of the Design Team is underway, with a closing date of 27 August. We expect to have the tender submissions evaluated by mid-September (subject to there being no additional clarifications required on pricing submissions). Once the Design Team is in place, we will be able to determine a more definitive programme for the delivery of the project.

11. As Members will appreciate, there will always be problems with contracts and projects such as those contained within the Housing Major Works Programme. However, our own in-house team of Project Managers and Clerk of Works are allocated to each project to ensure that projects are properly managed, and the expectations of our tenants are met. Members will also appreciate that the momentum of the Housing Major Works Programme continues to grow, and good progress is being made.

### **Appendices**

Appendix 1: Housing Major Works Programme Progress Report (September 2019)

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