

Committees: Corporate Projects Board (for information) Projects Sub (for decision) Housing Management & Almshouses Sub (for decision)	Dates: 01 September 2021 15 September 2021 20 September 2021
Subject: Gateway 6: Renewal of Roof Coverings at 1-48 Blake House, William Blake Estate	Gateway 6: Outcome Report Light
Report of: Director of Community & Children's Services Report Author: Paul Murtagh, Assistant Director Housing & Barbican	For Decision
<h1 style="text-align: center;">PUBLIC</h1>	

Summary

1. Status update	Project Description: <p>This project provided for the removal and repair of defective asphalt roof coverings to the main roof of 1-48 Blake House and the installation of a 'Paraquartz' liquid membrane waterproofing (complete with 20-year, insurance backed warranty). The work also included for the removal and replacement of defective patio roof slabs and associated building repairs.</p> <p>RAG Status: Green (Green at last report to committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Costed Risk Provision Utilised: Not applicable</p> <p>Final Outturn Cost: £396,237</p>
2. Next steps and requested decisions	Requested Decisions: 1. To note the content of this report. 2. To note the lessons learnt. 3. To authorise closure of this project.
3. Key conclusions	1. The works to install a new liquid waterproofing membrane to the main roof at 1-48 Blake House were completed as planned,

	<p>within the agreed timescales and, in accordance with the detailed specification. The work has now been issued with a 20-year insurance backed warranty.</p> <p>2. During the execution of the project, there were several issues that arose which, subsequently impacted on the final cost of the project. These included the application of an additional liquid membrane layer to overcome adhesion problems, reinstatement of areas damaged by residents, repairs to the asphalt sub-strata and associated additional scaffolding costs. However, the effect of most of these additional costs were mitigated by cost savings in other areas of the project. The final cost of the works of £393,737 represents an increase of £9,232.45 on the original cost of the works of £384,504 approved at Gateway 5. This increase was approved under Chief Officer and Chamberlain delegation.</p> <p>3. The successful contractor, M H Goldsmith & Sons Limited, performed well throughout the project and, was proactive in working with the City's project management team and, the nominated supplier, Langley Waterproofing Systems Limited, to successfully deliver the works.</p> <p>4. This project was intended as a 'pilot project' for further larger re-roofing projects across the City's housing portfolio and, it has demonstrated that the waterproofing system selected is suitable and appropriate for similar roof coverings.</p> <p>5. The procurement and contractor selection processes for this project appeared to have worked well and contributed to its successful delivery.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<p>The project design has worked well. This project was intended as a 'pilot project' for further larger re-roofing projects across the City's housing portfolio and, it has served its purpose.</p> <p>The independent regular inspection process undertaken by the warranty provider provided an additional layer of assurance around the quality of delivery and, allowed for direct project management costs to be reduced. The project design is recommended for future projects of this nature.</p>
5. Options appraisal	As set out in the Gateway 1-4 Report approved by the relevant Committees, there was only ever one practical option for dealing

	with the poor condition of the roof at 1-48 Blake House, which was to install a new liquid membrane waterproofing system. This was the option pursued and has enabled the successful delivery of the objectives of the project. No changes were required during project delivery.
6. Procurement route	Works were procured via a restricted tender process through the Capital Esourcing portal. This approach produced a suitable number of robust and competitive bids for the project.
7. Skills base	The City of London project team had the required skills and experience to manage the delivery of the project. The introduction of the independent regular inspection process undertaken by the warranty provider provided an additional layer of assurance around the quality of delivery and, allowed for direct project management costs to be reduced. This approach is recommended for future projects of this nature.
8. Stakeholders	Stakeholders were engaged and managed well throughout the delivery of the project especially, in relation to the City's statutory obligations around leaseholder consultation as part of the Section 20 process. Collaboration between the City's Project Manager, the contractor and the Estate Management Team was critical to the successful delivery of the project.

Variation Review

9. Assessment of project against key milestones	<p>The commencement of the project was delayed by three months from the anticipated start date at Gateway 1-4. This was due, in the main, to dealing with queries from leaseholders relating to the Section 20 process. Similarly, the completion date was also delayed by three months. However, the work was completed within the stipulated contract period.</p> <p>One of the key milestones for this project was the completion of the works to the standard required to enable the issue and implementation of the 20-year insurance backed warranty. This was achieved successfully.</p>
10. Assessment of project against Scope	The scope of the project summarily, was the removal and repair of defective asphalt roof coverings to the main roof of 1-48 Blake House and the installation of a 'Paraquartz' liquid membrane waterproofing system (complete with 20-year, insurance backed warranty) to the whole of the main roof. The scope of the project was achieved successfully and, the works were completed as specified and planned.

11.Risks and issues	<p>The project proceeded largely as planned with no significant risks realised during the delivery phase. During the execution of the project, there were several issues that arose which, subsequently impacted on the final cost of the project and caused some minor disruption. However, these were dealt with swiftly and efficiently and, will serve as lessons learned for future similar projects.</p> <p>Costed Risk Provision was not applicable to this project.</p>
12.Transition to BAU	<p>In order to maintain the 20-year insurance backed warranty, it will be necessary to implement a maintenance regime comprising annual inspections, clearing and cleaning rainwater pipes and gullies etc. This is estimated at a cost of £750 per annum and will be the responsibility of the Housing Repairs Team and funded from the Housing Revenue Account.</p>

Value Review

13. Budget	Estimated Outturn Cost at Gateway 1-4		
	Works Costs		£350,000
	Staff Costs		£10,500
	Total Project Cost		£360,500
		At Authority to Start Work (G5)	Final Outturn Cost
	Staff Costs	£10,500.00	£2,500.00
	Works	£384,504.00	£393,736.45
	Total	£395,004.00	£396,236.45
	The Final Outturn Cost represents an overall increase of £1,232.45 on the costs reported at Gateway 5. Whilst this is a relatively modest increase, there were several issues that arose during the execution of the project that subsequently, impacted on the final cost of the works. However, the effect of most of these additional costs were mitigated by cost savings in other areas of the project and, a realignment of the staff costs.		
	The overall nett increase in the cost of the works from Gateway 5 was approved under Chief Officer and Chamberlain delegation.		
14. Investment	N/A		

15. Assessment of project against SMART objectives	<p>The SMART objectives for this project have been met as set out below:</p> <p>7.1 Specific The project was targeted at an identified main flat roof to the flat block 1-48 Blake House on the William Blake Estate. The works to the roof were completed successfully.</p> <p>7.2 Measurable The successful completion of the works will eliminate all roof leaks and provide new, modern and efficient roof coverings warranted for a period of 20 years.</p> <p>7.3 Realistic By assigning the necessary resources, the City is ensuring that its housing stock continues to meet the Decent Homes Standard and its statutory obligations to tenants and leaseholders are being met.</p>
16. Key benefits realised	<p>9.1 The works will eliminate all roof leaks, preventing further internal structural damage and damage to property.</p> <p>9.2 The provision of new roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty has been achieved.</p>

Lessons Learned and Recommendations

17. Positive reflections	<ol style="list-style-type: none"> 1. The works were done to a high standard, satisfying the requirements of the warranty provider. The work was carried out within the envisaged timescales and, close to the budget provisions approved at Gateway 5. 2. The project design worked well. This project served as a 'pilot project' for further larger re-roofing projects across the City's housing portfolio and, it has served its purpose. 3. The contractor, M H Goldsmith & Sons Limited, performed well and worked collaboratively with the materials supplier and the Estate Management Team to ensure the success of the project. As a specialist SME, this project was a key one for the contractor in demonstrating its commitment and diligence in delivering the works and, its desire to continue to work with the City in the future. 4. The independent regular inspection process undertaken by the warranty provider provided an additional layer of assurance around the quality of delivery and, allowed for direct project management costs to be reduced. The
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	project design is recommended for future projects of this nature.
18.Improvement reflections	<ol style="list-style-type: none"> 1. With the benefit of this completed pilot project, we now know that the sub-strata to roofs of a similar age is likely to require specific elements of repair. Provision can subsequently be made in future specifications for this work to prevent additional costs. 2. Regarding future programmes, greater consideration should be given to fitting out the scaffolding with an alarm system to deter trespass and potential break-ins. 3. Although several precautions were put in place to prevent access to the roof for the duration of the works, damage to the new roofing system resulted from residents accessing the roof before completion. Greater consideration will be given in future as to how we can prevent such incidences. 4. By ensuring that the maintenance and inspection provisions required by the 20-year insurance backed warranty are met, the lifespan of the new roof coverings will be extended.
5. Sharing best practice	<ol style="list-style-type: none"> 1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
3. AOB	N/A

Appendices

Appendix 1	Project Coversheet
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Contact

Report Author	Paul Murtagh
Email Address	paul.murtagh@cityoflondon.gov.uk
Telephone Number	0207 332 3015