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| Committee | Dated: |
| Housing Management & Almshouses Sub Committee | 20 September 2021 |
| Subject: Housing Major Works Programme – Progress Report | Public |
| Report of: Director of Community & Children’s Services | For Information |
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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 latest update report highlights specific areas of ‘slippage’ or ‘acceleration’ since the last meeting of the Sub-Committee on 22 March 2021 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 £75million 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;
 - Fire safety improvement works.
4. The funding for these extensive works, which is 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;
 - 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. This progress report was submitted to and considered by the HPB at its meeting on 26 August 2021.

10. Members will note from the progress report at Appendix 1 that, currently, with the exception of H39 – Window Replacement and External Redecorations (Multiple Estates), there has been no significant 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:

Slippage in relation to timing of contract

H39 – Window Replacement and External Redecorations (Multiple Estates)

Works continue on our first site in this project at Dron House, with our external consultant, Playle & Partners LLP carrying out the Project Manager function on behalf of the City Corporation. Final financial clarifications for tenders received for Southwark, Holloway, Windsor House and William Blake are being undertaken with colleagues in City Procurement. Gateway 5 reports have been drafted and once the winning bids have been confirmed with City Procurement, these will be updated and submitted for the relevant approvals.

Progress of note on key projects

H40 – Golden Lane Estate Window Refurbishment/Replacement

An Issues Report is being drafted for Members to update on progress and to seek approval for additional funds to facilitate further complex design work required by planning and other stakeholders to advance this project.

H45 – York Way Estate Communal Heating Replacement

Following approval at the previous Committee cycle to award the contract for the Replacement of the Cold Water Distribution system to TSG Building Services PLC and, to integrate the works with the renewal of the heating system, the installation of the distribution pipework has now commenced. Good progress has been made with the internal surveys and, in-flat installations are due to start at the beginning of November.

H46 – Middlesex Street Estate Communal Heating Replacement

Following approval at the previous Committee cycle to award the contract for the Replacement of the Cold Water Distribution system to TSG Building Services PLC and, to integrate the works with the renewal of the heating system, the installation of the distribution pipework is due to commence early in September. The internal surveys for the in-flat installations are also due to start at the same time.

H53 – Play and Ball Games Area Refurbishment (Multiple Estates)

Our contractor, Kompan Limited, has now started work at Windsor House and, the newly refurbished playground should be completed and ready for use by mid-

September. Work on the other four playgrounds (three on the Avondale Estate and one on the Middlesex Street Estate) will commence in September after the start of the new school term. It is expected that works to all five playgrounds will be completed by the end of October this year.

H54 – Fire Door Replacement Programme (Multiple Estates)

Pilot installations have now been completed on all blocks on the Holloway and York Way Estates to address issues raised by Building Control about the ability of the new door sets to meet the required width tolerances and to comply with the requirements of Building Regulations Approved Document M – Access to and Use of Buildings. Reports have subsequently been submitted to the Building Control Team for review and feedback.

11. As Members will appreciate, there will always be problems with contracts and projects such as those contained within the Housing Major Works Programme. The COVID-19 situation has had a significant impact on service delivery in the last 18 months or so but, with the easing of restrictions, we are seeing most of our projects picking up gradually.
12. Members will also recognise that progress with any of the projects included in the Housing Major Works Programme can change at short notice. It is often the case that notable changes in projects will have occurred from the time that reports are written to the time that they are presented to this Sub-Committee. Where appropriate, Officers will provide further updates to Members when presenting this report.

Staffing Resources

13. As highlighted at the previous meeting of this Sub-Committee, the Major Works Team is currently significantly under-resourced as, two of its Project Managers recently left the City Corporation to pursue other opportunities. One of those two Project Managers was appointed specifically to manage the delivery of the Window Replacement Programme at Dron House, Holloway Estate, William Blake Estate, Windsor House, Southwark Estates and the Sydenham Hill Estate.
14. The recruitment process is well underway to find suitable replacements but, it may still be six to eight weeks before we have new Project Managers in place. As a result of this resourcing issue, there is currently a two-month delay with the delivery of the Window Replacement Programme at the Holloway Estate, William Blake Estate, Windsor House, Southwark Estates and the Sydenham Hill Estate. This delay is at significant risk of increasing should there be any problems with the current recruitment process (inadequate number and/or quality of applicants, lengthy notice periods etc).

Appendices

Appendix 1: Delivery Schedule

Background documents

Housing Major Works Programme Progress Report (July 2021)

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