

Committees: Corporate Projects Board - <i>for information</i> Housing Management and Almshouses Sub - <i>for decision</i> Projects and Procurement Sub - <i>for information</i>	Dates: 12 November 2025 27 January 2026 25 March 2026
Subject: Harman Close Decent Homes Unique Project Identifier: 11569	Gateway 6: Outcome Report Regular
Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald, Asset Programme Manager	For Decision
PUBLIC	

Summary

1. Status update	<p>Project Description: All homes at Harman Close meet the decent homes criteria in terms of internal facilities, to increase comfort and well-being of residents, and to ensure less works will be required to future void properties to attain this standard</p> <p>RAG Status: Green (not noted at last report to Committee)</p> <p>Risk Status: Low (not noted at last report to committee)</p> <p>Costed Risk Provision Utilised: £0 (of which £0 amount was drawn down at the last report to Committee);</p> <p>Final Outturn Cost: £986,695.10</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That the contents of this report are noted. 2. That approval to close the project is authorised.
3. Key conclusions	<p>All 48 dwellings at Harman Close had some works undertaken, the extent of which depended upon the existing conditions within each dwelling.</p> <p>The following works were carried out in all flats:</p> <ul style="list-style-type: none"> • Electrical Rewire • New flooring

	<ul style="list-style-type: none"> • New electric heating installations • Asbestos Surveys • Internal redecoration <p>The scope of works within flats differed due to some properties already having had new bathroom, kitchens etc installed under previous void maintenance works. Some flats required extra works to bring these up to standard.</p> <p>New fire-resistant front doors were omitted from the main project and were undertaken separately. As these works did not form part of the decent homes standard they were removed from this contract.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<ul style="list-style-type: none"> • The design of the project did fulfil the objectives in that all homes attained the Decent Homes Standard. The Covid Pandemic impeded works towards the end of the contract but ultimately objectives were met.
5. Options appraisal	<ul style="list-style-type: none"> • Whilst the contract sum at final account was slightly less than the original order amount, it should be noted that fire doors were omitted from the contract and undertaken separately. However, due to delays caused by Covid during the contract, and the fact that extra works were identified in flats following the initial pricing survey, costs rose overall. • As noted above, the fire doors were omitted from the Decent Homes works but the same contractor, TSG Building Services Ltd, undertook these works separately. This helped keep costs down and minimise disturbance to residents.
6. Procurement route	<ul style="list-style-type: none"> • As TSG had previously carried out decent homes works at other estates to a proven standard, Chief Officer authorisation was obtained to extend the contract, on the same schedule of rates as had previously been used.
7. Skills base	<ul style="list-style-type: none"> • The City of London project team had the required skills and experience to manage the delivery of the project. Whilst the Covid-19 pandemic was challenging environment to deliver works, the decent homes standard was achieved in all homes.
8. Stakeholders	<ul style="list-style-type: none"> • The major stakeholders, the residents, were directly affected by the works, in terms of providing access, disturbance, delays etc. However, the contractor arranged works directly and checked with the residents as to their satisfaction following the completion of works.

Variation Review

9. Assessment of project against key milestones	<ul style="list-style-type: none"> Whilst works were started on time, the Covid pandemic delayed works within flats, and as such works were not completed on time. A delay in reconciling the final account with the contractor has delayed the completion of this outcomes report but that has now been resolved.
10. Assessment of project against Scope	<ul style="list-style-type: none"> The project achieved its intended objective of making all homes at Harman Close compliant with the decency standard.
11. Risks and issues	<ul style="list-style-type: none"> No identified risks were realised As noted above, the Covid pandemic delayed works and made the contractor's job more difficult. No CRP was utilised
12. Transition to BAU	<ul style="list-style-type: none"> The refurbished properties meant residents were living in better conditions, were safer and more secure than previously. As the works addressed the conditions within homes, this should result in less required reactive repairs and reduce the need for works as and when properties become void.

Value Review

13. Budget	<table border="1"> <tr> <td>Estimated Outturn Cost (G2)</td><td>Estimated cost (including risk): £982,660</td></tr> <tr> <td></td><td>Estimated cost (excluding risk): £982,660</td></tr> </table> <table border="1"> <thead> <tr> <th></th><th>At Authority to Start work (G5)</th><th>Final Outturn Cost</th></tr> </thead> <tbody> <tr> <td>Fees</td><td>£17,360.00</td><td>£14,760.00</td></tr> <tr> <td>Staff Costs</td><td>£24,000.00</td><td>£23,997.65</td></tr> <tr> <td>Works</td><td>£949,023</td><td>£947,937.45</td></tr> <tr> <td>Total</td><td>£990,383.00</td><td>£986,695.10</td></tr> </tbody> </table> <p>As a sheltered scheme, there is no leaseholder recovery at Harman Close.</p> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p>	Estimated Outturn Cost (G2)	Estimated cost (including risk): £982,660		Estimated cost (excluding risk): £982,660		At Authority to Start work (G5)	Final Outturn Cost	Fees	£17,360.00	£14,760.00	Staff Costs	£24,000.00	£23,997.65	Works	£949,023	£947,937.45	Total	£990,383.00	£986,695.10
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14. Investment	N/A																			

15. Assessment of project against SMART objectives	<ul style="list-style-type: none"> • Specific – Works changed according to conditions within homes • Measurable – all 48 dwellings achieved some measures of improvements, so all met the decent homes standard. • Achievable – all properties met the decent homes standard • Relevant – The works tied in with the department's strategies of maintaining homes and ensuring residents safety. • Time Bound – The covid pandemic meant that we could not finish the project the within the given timescale
16. Key benefits realised	<ul style="list-style-type: none"> • That all homes at Harman Close now meet the Decent Homes standard in terms of internal facilities, thereby increasing the comfort and wellbeing of residents. • The requirement for void works in the future will decrease.

Lessons Learned and Recommendations

17. Positive reflections	<ul style="list-style-type: none"> • The contractor, estate staff and the project team worked well together to help vulnerable residents through having the works done in particularly challenging times.
18. Improvement reflections	<ul style="list-style-type: none"> • A more structured approach is required at pre-tender survey stage to robustly identify works required and prevent variations within contracts.
19. Sharing best practice	<ul style="list-style-type: none"> • This will be used to ensure an understanding of the decent homes criteria for future projects.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet
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Contact

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