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| Committees: Corporate Projects Board [for decision] Community and Children's Services Committee [for decision] Projects and Procurement Sub-Committee [for information] | Dates: 12 November 2025 01 December 2025 28 January 2026 |
| Subject: Avondale Square Estate External Works (Phase 1: Point Blocks) | Gateway 2: Project Proposal Regular |
| Unique Project Identifier: TBC | |
| Report of: Director of Community & Children's Services Report Author: Rafael Cardenas, Project Manager, Major Works DCCS | For Decision |
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Recommendations

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| 1. Next steps and requested decisions | <p>Project Description:</p> <p>The Avondale Square Estate External Works project addresses critical deterioration across multiple blocks, with Phase 1 focusing on West Point, Centre Point, and East Point. The most urgent issue is the roof at Centre Point, which has suffered significant water ingress, resulting in saturated and irreparable insulation. The proposed solution involves a full roof replacement down to the concrete decking.</p> <p>In addition to the roof works, the project encompasses external masonry repairs, rainwater goods replacement, window overhauls, and external decorations. These works are essential to maintain the structural integrity and appearance of the estate, reduce responsive repair costs, and ensure compliance with statutory obligations under the Landlord and Tenant Act 1985.</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Engage with Homeownership Services to issue Stage 1 Section 20 2. Work with Procurement to issue tender for multidisciplinary consultant services, covering all RIBA stages. |
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| | <p>3. Prepare to undertake the new gateway process</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £150,000 is approved to reach the next Gateway; 2. Note the project budget of £150,000 (excluding risk); 3. Note the total estimated cost of the project at £4,750,000 (excluding risk); | | | | | | | | | | | | | | | | |
|---|---|--------------------------|-----------------|--------------------------|----------|----------------------|--------------------------------|-------------|---------|----------------------|--|-------------|----------|--------------|--|--|-----------------|
| 2. Resource requirements to reach next Gateway | <table border="1"> <thead> <tr> <th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr> </thead> <tbody> <tr> <td>Internal Staff Costs</td><td>Project Management Procurement</td><td>HRA Capital</td><td>£20,000</td></tr> <tr> <td>Consultancy services</td><td>Feasibility, Design, Options Appraisal</td><td>HRA Capital</td><td>£130,000</td></tr> <tr> <td>Total</td><td></td><td></td><td>£150,000</td></tr> </tbody> </table> <p>A proportion of the above cost is recoverable by way of service charges from long leaseholders.</p> <p>Costed Risk Provision requested for this Gateway: N/A.</p> | Item | Reason | Funds/ Source of Funding | Cost (£) | Internal Staff Costs | Project Management Procurement | HRA Capital | £20,000 | Consultancy services | Feasibility, Design, Options Appraisal | HRA Capital | £130,000 | Total | | | £150,000 |
| Item | Reason | Funds/ Source of Funding | Cost (£) | | | | | | | | | | | | | | |
| Internal Staff Costs | Project Management Procurement | HRA Capital | £20,000 | | | | | | | | | | | | | | |
| Consultancy services | Feasibility, Design, Options Appraisal | HRA Capital | £130,000 | | | | | | | | | | | | | | |
| Total | | | £150,000 | | | | | | | | | | | | | | |
| 3. Governance arrangements | <ul style="list-style-type: none"> • Service Committee: Community & Children's Services Committee • Senior Responsible Officer: Peta Caine, Director of Housing, DCCS • The project will be monitored by the Housing Programme Board. | | | | | | | | | | | | | | | | |

Project Summary

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| 4. Context | <p>The Avondale Square Estate is situated off the Old Kent Road in the London Borough of Southwark. This comprises 644 dwellings in 11 blocks.</p> <p>These blocks are subject to the planned maintenance programme of internal and external redecoration, to maintain the building fabric and appearance of individual blocks and the estate as a whole.</p> <p>The last time the estate was painted was over a phased period of three years 2002/03, 2003/04 and 2004/05 under a painting partnering project with Greenings.</p> |
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| | <p>The normal length of time between redecoration works in the planned maintenance programme is 5 years for internal areas and 10 years for external gloss and masonry paint applications. Given the above timescales and dates, previous works have either passed, or are nearing, their expiry dates.</p> <p>All windows in the blocks affected have been replaced within the last 30 years. There are no plans to replace these but these require maintenance to prolong their lives.</p> <p>The roofs to particular blocks need to be inspected and appropriate repairs carried out as necessary.</p> <p>It makes sense to do all works together to make use of scaffolding, reduce inconvenience to residents and achieve economies of scale by combining works.</p> |
| <p>5. Brief description of project</p> | <p>Window replacement Replacement of existing windows with double glazed units, intended to improve thermal efficiency and comfort.</p> <p>Reroofing, rainwater goods and potential energy saving PV solar panels. Condition surveys by the roofing supplier, Bauder, have been undertaken, intended to help inform the initial feasibility report. Opportunities to significantly improve insulation and the potential for installing PV panels will be investigated in conjunction with the City's Energy/Climate Action Strategy teams with a view to secure funding external to the Housing Revenue Account.</p> <p>External Repairs & Communal Redecorations A full cyclical redecoration programme covering internal communal areas and any previously painted external areas will be included;</p> |
| <p>6. Consequences if project not approved</p> | <ul style="list-style-type: none"> Continued deterioration of elements of the building fabric, leading to more responsive repairs expenditure to address ongoing problems. The City is obliged under the Landlord and Tenant Act 1985 to prevent disrepair to its property and failure to do so could result in legal action. |
| <p>7. SMART project objectives</p> | <p>The assessment of conditions will highlight what works are necessary to help maintain the fabric of the building and subsequent works will help prolong the life of building elements.</p> <p>These works will result in the need for fewer responsive repairs and will reduce expenditure in this area.</p> <p>The project is required to achieve water draining away correctly and not leaving ponding, standing water and be compliant with the latest Building regulations.</p> |

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| | By undertaking works together, costs will be reduced as facilitating works, such as scaffold/cradles can be used to access all required elements. |
| 8. Key benefits | <ul style="list-style-type: none"> Improvement in the appearance and performance (in terms of maintaining the building fabric) of City assets. Reduced spending on responsive repairs. Resident satisfaction at the services provided by the City of London. |
| 9. Project category | 7a. Asset enhancement/improvement (capital) 7b. Major renewals, typically of a one-off nature (supplementary revenue) |
| 10. Project priority | A. Essential |
| 11. Notable exclusions | Electrical upgrades or fire safety works as these will be progressed independently as part of separate stand-alone packages. |

Options Appraisal

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| 12. Overview of options | <ol style="list-style-type: none"> 1) Renew building elements individually on a reactive basis. 2) Renew building elements individually as a planned programme of works with specialist contractors procure in sequence. 3) Renew building elements as a holistic package in a planned programme of works by a single contractor. |
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Project Planning

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| 13. Delivery period and key dates | <p>Overall project: Expected completion October 2029</p> <p>Key dates:</p> <p>Gateway 2– Autumn 2025</p> <p>Engage with Homeownership Services to issue Stage 1 Section 20- Winter 2025</p> <p>Work with Procurement to issue tender for multidisciplinary consultant services, covering all RIBA stages. Winter 2025</p> |
| 14. Risk implications | <p>Overall project risk: Low</p> <ul style="list-style-type: none"> Depending upon the extent of works, there may be a risk of some works having to be done during winter months and the potential for bad weather to disrupt and delay the works. The timetable above would mean that works are due to start during spring/summer which should mean more chance of better weather and works remaining on schedule. |

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| | <ul style="list-style-type: none"> • The works are likely to need to be undertaken from cradles or scaffolding, posing potential hazards to operatives and residents. |
| 15. Stakeholders and consultees | <ol style="list-style-type: none"> 1. Members. 2. Residents of Avondale Square estate. Note – leaseholder consultation will be required for this project as the works are attributable per block and/or to common estate areas and paid for by the Housing Revenue Account (HRA). 3. Housing Management and Almshouses Sub Committee. 4. Repairs. 5. Principal Contractor. 6. Sub-contractor. 7. L/A Planning 8. Department of Community and Children's Services 9. The Chamberlains 10. Comptroller |

Resource Implications

| 16. Total estimated cost | Likely cost range (excluding risk): £4,000,000 - £4,500,000 Likely cost range (including risk): £4,000,000 - £4,500,000 | | | | | | | | |
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| 17. Funding strategy | Choose 1: All funding fully guaranteed | Choose 1: Internal - Funded wholly by City's own resource | | | | | | | |
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| Funds/Sources of Funding | Cost (£) | | | | | | | | |
| HRA Capital | £4,500,000- £4,750,000 | | | | | | | | |
| Climate Action Strategy | TBC as scope develops | | | | | | | | |
| Total | £4,500,000- £4,750,000 | | | | | | | | |
| | A proportion of the cost is recoverable by way of service charges from long leaseholders. These works form part of the overall £205m HRA major works programme. The total funding of the programme (including optimism bias) is subject to agreement of the Court of Common Council. However initial projects in the programme such as the Southbank Estate External Works package are affordable within the projections of internal borrowing capacity of the HRA of up to £35m. | | | | | | | | |
| 18. Investment appraisal | N/A | | | | | | | | |

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| 19. Procurement strategy/route to market | At this early stage, the anticipated procurement strategy is an open market tender to Tier 1 contractors. |
| 20. Legal implications | Works will be subject to statutory Section 20 consultation with long leaseholders. Any element considered to be works of improvement (ie. the installation of PV panels etc) would not be recoverable. |
| 21. Corporate property implications | None. |
| 22. Traffic implications | None. |
| 23. Sustainability and energy implications | <p>Although the proposed external works do not introduce new sustainability technologies or energy systems, they will significantly enhance the long-term environmental performance and resilience of the Avondale Square Estate.</p> <p>Key sustainability benefits include improved thermal efficiency through roof replacements and window overhauls, which will reduce heat loss and energy consumption. The preservation of the building fabric through masonry repairs and rainwater goods renewal will extend the lifecycle of estate assets, reducing the need for future high-carbon interventions.</p> <p>By combining multiple workstreams under shared access infrastructure (e.g., scaffolding), the project also minimises environmental disruption and resource use. These measures support the City of London's commitment to maintaining secure, resilient, and well-managed spaces, and ensure compliance with current Building Regulations related to energy and environmental standards.</p> |
| 24. IS implications | None |
| 25. Equality Impact Assessment | An equality impact assessment will not be undertaken |
| 26. Data Protection Impact Assessment | The risk to personal data is less than high. |

Appendices

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| Appendix 1 | Project Briefing – Gateway 1 Report |
| Appendix 2 | Risk Register |

Contact

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