

APPENDIX

Committee(s):	Date(s):	Item no.
Projects Sub Committee	May 2014	
Subject: Project Proposal – concrete testing and repairs at Golden Lane and Middlesex Street Estates.	Public	
Report of: Director of Community and Children’s Services	For Decision	

Overview

1. Spending Committee	Community and Children’s Services
2. Senior Responsible Officer	Eddie Stevens, Housing Services Director
3. Project Board	The project will be monitored by the Housing Programme Board, which is Chaired by the Director of Community and Children’s Services and includes representatives from the Departments of Community and Children’s Services, the Built Environment, Chamberlains, City Surveyor’s, Comptroller and City Solicitors.
4. Context	The Golden Lane and Middlesex Street Estates were completed in the 1960s and 1970s respectively; both estates are largely constructed from concrete. In recent years, there has been some visible concrete deterioration and testing is required to determine the cause and depth of this deterioration. Some emergency repairs to make the building safe were identified and completed at Cullum Welch House on the Golden Lane Estate; this project is proposed to test and repair all blocks, rather than continue to reactively repair them, an approach that has been developed using lessons learned from the Barbican Estate concrete testing and repair works.
5. Brief description of project	<p>Specification for the concrete testing carried out by a specialist.</p> <p>Testing and emergency repairs completed.</p> <p>Report is supplied, including recommendations for further repairs and maintenance, based on the testing results.</p> <p>Options appraisal completed based on the recommendations.</p> <p>Authority is sought to commence with preferred option for works.</p> <p>Schedule necessary works through 2014/15 and 2015/16.</p>
6. Business case	<p>Housing stock requires continual maintenance and timely repair to the buildings will prevent more serious deterioration. Undertaking testing at this point and completing necessary repairs will decrease the risk of major repairs and cost implications in future.</p> <p>The benefit of commissioning contractors to undertake emergency repairs at the same time as testing ensures that there is no delay between damage that could cause a risk to health and safety being identified and resolved. Furthermore, accessing the façade of the buildings has an associated cost, i.e. scaffolding or abseiling equipment, and this cost would be incurred twice where testing is carried out in isolation, followed by emergency repairs.</p>
7. Consequences if project not	There is a risk that the concrete will degrade to the point where pieces of concrete fall from the buildings or water ingress is

approved	<p>caused by breaches in the concrete; early surveys have indicated that these issues are developing in a number of areas.</p> <p>Further deterioration would require more major repairs in future.</p> <p>Damage is caused to the Listed Buildings at the Golden Lane Estate, which the City has a responsibility to preserve, which would also cause reputational damage.</p>
8. Success criteria	<p>The concrete is confirmed as safe and weatherproof.</p> <p>The necessary repairs are completed to the concrete maintaining the buildings and extending their useful life.</p> <p>Future repairs are less costly owing to the intervention.</p>
9. Notable exclusions	<p>All other estates. This project solely addresses the Golden Lane and Middlesex Street Estates. Great Arthur House on the Golden Lane Estate is excluded, as it is part of a separate project that is already underway, addressing the building fabric.</p>
10. Key options to be considered	<p>There is no option to do nothing owing to the risks, both physical and reputational, that are posed by deterioration.</p> <p>Continuing to carry out patch repairs as deterioration is noted is not recommended. Lessons have been learnt from previous projects that early concrete remedies are not sustainable and major repairs will still be required.</p> <p>Therefore, there is one recommended option: Commence a project that includes testing to confirm the current condition of the concrete and completion of emergency repairs; followed by the scheduling and completion of a programme of planned repairs based on the testing results.</p>

Prioritisation

11. Link to Strategic Aims	<p>The project links to the following Strategic Aim: ‘To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes’.</p>
12. Link to departmental business plan	<p>The project contributes to the following departmental key priority: ‘Making the best use of our resources and improving the way we work’.</p>
13. Links to other existing strategies, programmes and/or projects	<p>The concrete testing and repair project will have regard to the programmes of works detailed below:</p> <ul style="list-style-type: none"> • Middlesex Street Estate – programme of major repair and maintenance to the entire estate. • Golden Lane Estate – programme to improve the heat performance of the blocks including heating system replacement, window replacement and building fabric measures.
14. Within which category does this project fit?	<p>1. Health and Safety</p> <p>7b) Major renewals, typically of a one-off nature (supplementary revenue)</p>
15. What is the priority of the project?	<p>A. Essential</p>

Financial Implications

<p>16. Likely capital/ supplementary revenue cost range</p>	<p>Current estimates for the repair works are: £500,000 for Middlesex Street Estate £1.8m for the Golden Lane Estate (including £600,000 for Cullum Welch House owing to the complexity of the construction of the balustrade and in-built flower containers and £500,000 for the 'podium' walkway/parking area beneath Great Arthur House) Staff costs and fees: £287,500 Total: £2,587,500</p> <p>As these estimates are subject to change based upon the results of the testing, the estimated Capital cost range is £2.5-£3m.</p>
<p>17. Potential source(s) of funding</p>	<p>Housing Revenue Account (HRA) Leaseholders (proportionately, via service charges)</p>
<p>18. On-going revenue requirements and departmental local risk budget(s) affected</p>	<p>There may be a requirement to establish a programme of future testing and maintenance to continually monitor the buildings for signs of deterioration, and taking necessary remedial action. This would be determined by the recommendations made as part of this project.</p>
<p>19. Indicative Procurement Approach</p>	<p>The department may seek a waiver in order to appoint two specialists; the structural engineer who was involved in the Barbican Estate concrete repair works and the concrete corrosion specialist who is recognised by English Heritage and has undertaken previous assessments at Golden Lane.</p> <p>The Procurement for the repair works will be determined following confirmation of works scope and value. The CLPS will be consulted to agree the approach.</p>

Project Planning

<p>20. Estimated programme and implications</p>	<p>Authority to commence project (Gateway 1/2) – April/May 2014 Outline options appraisal (Gateway 3) – June 2014 Concrete Testing Completes – September 2014 Options Appraisal Report (Gateway 4) – October 2014 Procurement Process to Secure Contractor – November 2014 Authority to Start Work (Gateway 5) – 2015.</p>
<p>21. Potential risk implications</p>	<p>The current risk level of the project is low. The majority of the risk is formed of the concrete deterioration prior to the repairs.</p> <p>Listed building consent may be needed for works at the Golden Lane Estate. Consultation will be carried out with the City's Planning department initially, should the department raise concerns, consultation would be carried out with English Heritage to confirm the suitability of the works.</p>
<p>22. Anticipated stakeholders and consultees</p>	<p>Members, DCCS Staff, Chamberlains, Town Clerks and City Surveyors. Residents of the estates, with reference to planned works and leaseholder consultation for service charge recovery.</p>
<p>23. Equality Impact</p>	<p>There are no known equality impacts.</p>

Assessment	
24. Sustainability Implications	There are no known sustainability implications.

Recommended Course of Action

25. Next Steps	Complete the concrete specification. Upon receipt of the specification, undertake a programme of testing and emergency repairs.
26. Resource requirements to reach next Gateway	£4,430 plus VAT for testing specification at Golden Lane Estate. £4,720 plus VAT for testing specification at Middlesex Street Estate. £2000 in staff costs in liaison and assisting with access.
27. Funding source to reach next Gateway	Existing HRA local risk provision.
28. Standard or Streamlined Approval Track	Standard.

Appendices

N/A

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