# Golden Lane Estate Investment Programme 2025-36

2 July 2025

# Agenda

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- Technical Considerations
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- Procurement
- Delivery Programme
- Stakeholder Engagement
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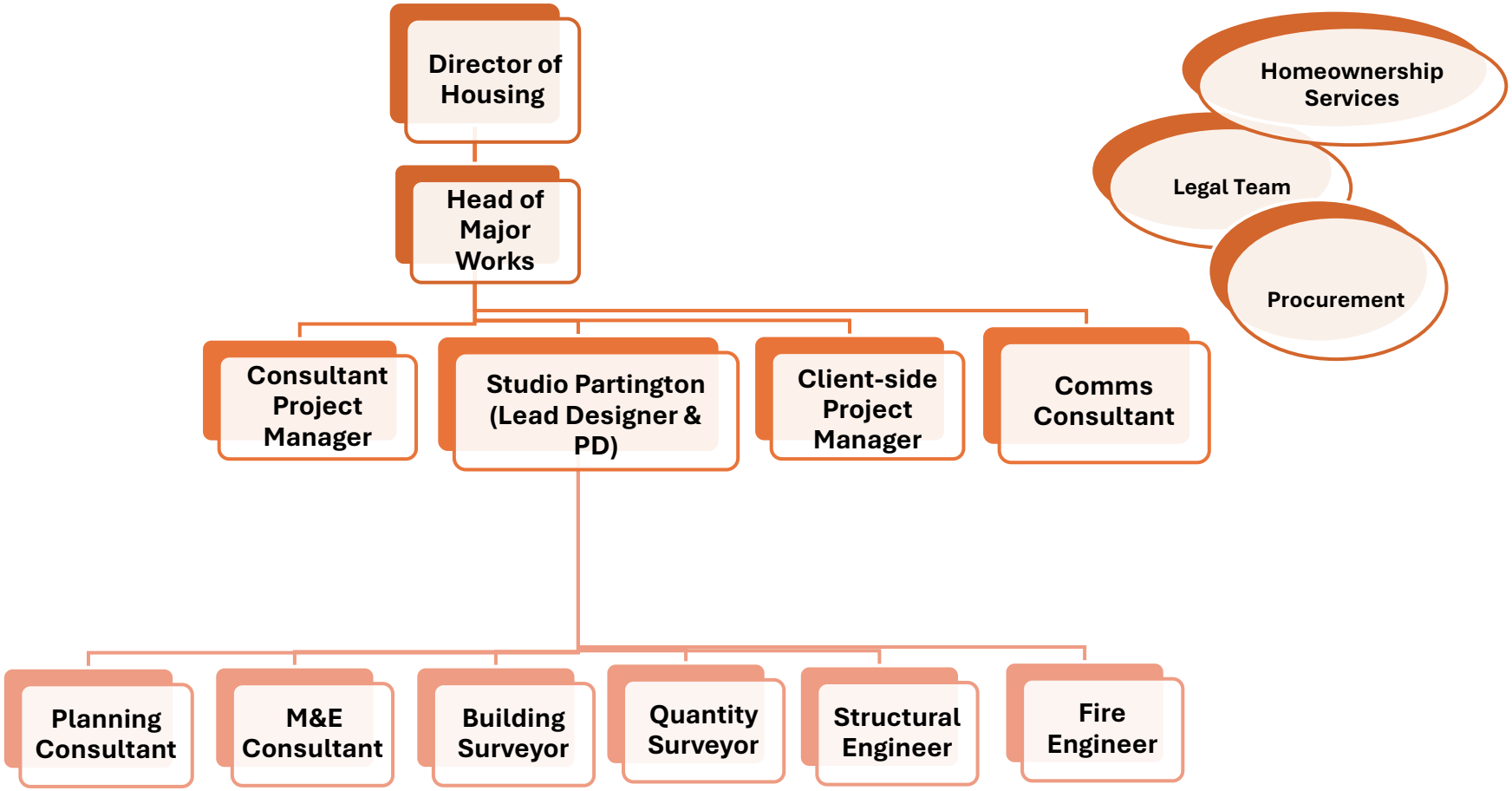
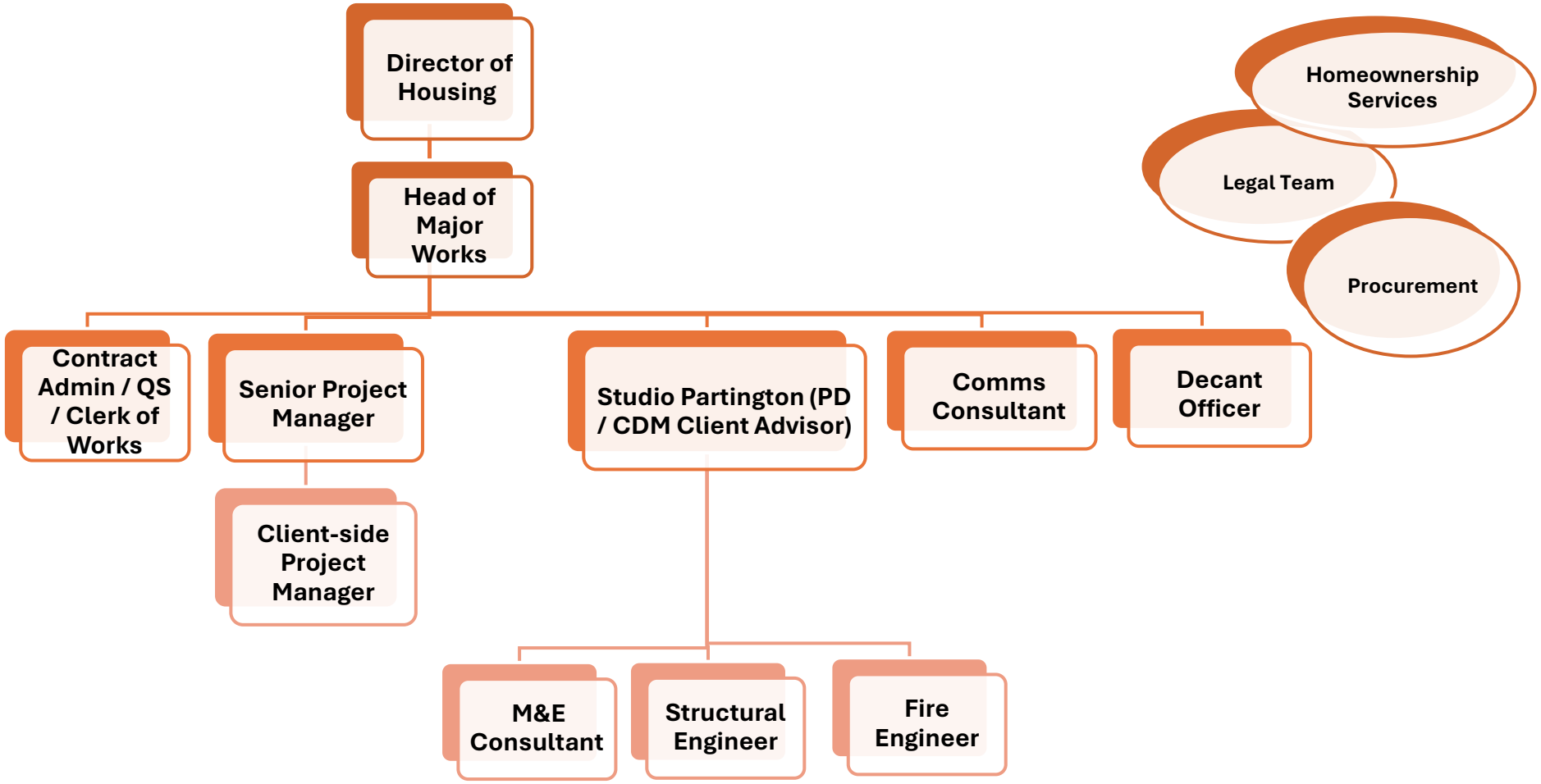
# Current Project Team (Pre-contract)



# Future Project Team (Post-contract)



# Background to the Project

- Studio Partington first appointed as lead consultant in 2020
- Original scope was to replace or refurbish windows to all blocks
- Additional works added to the scope over time – roof replacement, ventilation, heating replacement (where required), soffit insulation plus some limited redecoration
- Crescent House seen as block in the worst state of repair and is prioritised as first in the programme
- All the buildings on the estate are Grade II Listed; Crescent House is Grade II* Listed
- All the buildings on the estate are now registered as HRBs (Higher-Risk Buildings) except for Cuthbert Harrowing
- A Pilot Project was undertaken in Flat 347 Crescent House which set the standard for the refurbishment work

# Scope of Works

Detailed as follows:

- Window refurbishment
- Roof insulation & roof covering replacement
- Installation of mechanical ventilation
- Replacement of domestic gas heating and hot water systems with electric
- First floor soffit insulation
- Fire safety works (fire doors, firestopping etc)
- Electrical compliance works
- Communal redecorations
- External fabric repairs

# Technical Considerations

- Variances in window materials:
    - Crescent House – Timber and aluminium
    - Maisonette blocks – Aluminium
    - Stanley Cohen House – Timber and steel
    - Great Arthur House – Timber (kitchen and bathroom only)
- Vacuum glazing – requirement for specialist suppliers
- Mechanical Ventilation – design work undertaken with Aereco
- Roof covering – cold applied liquid solution: Proteus
- Surface water above ground drainage including balconies
- Soffit insulation – insulation fixed to soffit with render coating
- Fire safety works – GERDA is the Corporation's preferred supplier
- Electrical compliance – scope is currently under review: mains distribution, communal lighting, communal IRS, door entry etc
- Communal area redecoration: Planning and Listed Building considerations
- External fabric repairs- concrete / timber / metalwork repairs, cleaning tiles etc

# Decanting Residents for Window Refurbishment

- Rolling decant programme – affecting all blocks except Great Arthur House (and possibly Stanley Cohen House)
- Programme will depend on 6 dwellings per block being vacated for 6-8 weeks at a time
- Each dwelling will require a dedicated survey to determine extent of window repairs required – this will then be signed off by the Contract Administrator / Clerk of Works and subsequently instructed
- Decanting is major concern due to the potential for reputational damage – this must be carefully and professionally managed by the appointed contractor
- To include safe transportation and secure storage of residents' possessions
- Engagement with vulnerable residents, including external support agencies and relevant third parties
- Communication with residents is key – this will need to be properly resourced by the contractor
- The Corporation will provide support to the programme with dedicated Decant Officers and vacant properties (ideally either on or close to the estate)
- Decanting will apply to Corporation tenants, Leaseholders and private tenants of Leaseholders

# Programme Constraints – General

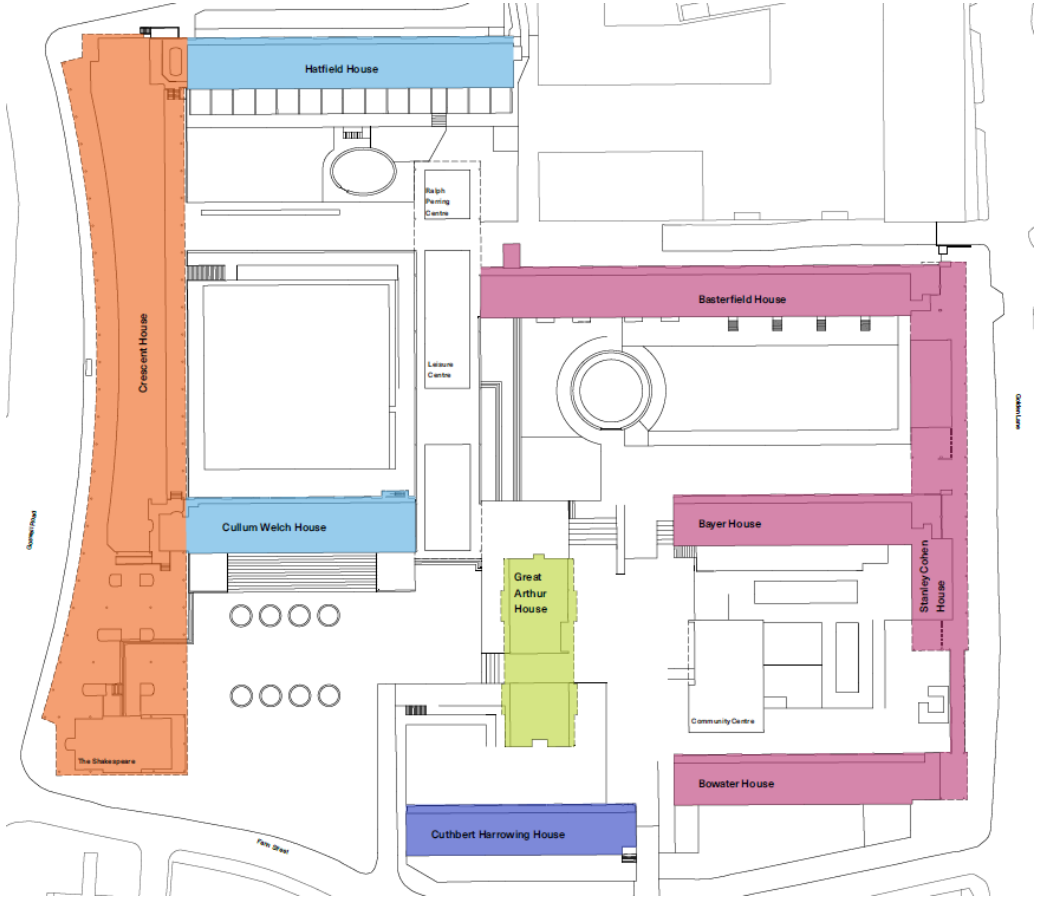
- Extensive scope of works will require skilled coordination of trades
- Pace of window refurbishment works is dictated by availability of void properties
- Labour limitations due to the specialised nature of the window works
- Uncertainty as to how much work needs to be undertaken in each flat – survey dependent
- Logistics of moving residents in and out of their homes for extended periods of time
- Keeping buildings watertight at all times during the roofing element of the works
- Ensuring that the duration of scaffold hire suitably addresses resident satisfaction
- Sharing the estate with 1 or more principal contractors – access, egress, deliveries, storage and compound challenges
- Keeping residents safe whilst undertaking major works around them

# Procurement

- Scheme will be fully designed due to pre-tender Planning and Listed Building approval requirements
- Preferred form of contract will be JCT Standard Building Contract with Approximate Quantities
- Corporation will have an appointed Contract Administrator, Quantity Surveyor and Clerk of Works, working alongside Studio Partington (PD for CDM and Building Regulations), appointed Fire Engineer, M&E Engineer and Structural Engineer
- Intention is for works to be competitively open tendered
- 5 Tender packages over 10 years, with up to 3 contracts being delivered on site at any one time

# Delivery Programme: 10 Year Timeline

| Block Name | Tender Package |
|---|---|
| Crescent House | All works carried out in 1 contract |
| Cullum Welch and Hatfield Houses | All works carried out to both blocks in 1 contract |
| Great Arthur House | All works carried out in 1 contract |
| Cuthbert Harrowing | All works carried out in 1 contract |
| Basterfield, Bayer, Bowater, Stanley Cohen Houses | All works carried out to all 4 blocks in 1 contract |




**Blocks have been colour-coded to reflect how they will be tendered over 10 years**

# Delivery Programme: 10 Year Timeline

| | |
|---|---|
| **Starting Summer 2025** | • **‘Meanwhile’ window and roof repairs for the whole estate** |
| **2027 - 2029** | • Cuthbert Harrowing – full scope of works |
| **2027 - 2031** | • Crescent House – full scope of works |
| **2028 - 2031** | • Great Arthur House – full scope of works |
| **2030 - 2034** | • Basterfield, Bayer, Bowater & Stanley Cohen – full scope of works |
| **2032 - 2036** | • Cullum Welch & Hatfield – full scope of works |

# Stakeholder Engagement

- Strong resident representation on the estate – GLERA
- Resident Liaison Groups for Crescent House and Wider Estate have been in existence for 3+ years
- Considerable Leaseholder anxiety regarding future Major Works bills
- Keen Councillor interest and political sensitivity
- High priority for the Housing Lead Member, Policy Chairman and Town Clerk
- Resident perception of historic ‘neglect’

# Questions