

CASSILTOUN HOUSING ASSOCIATION
POST COMPLETION REVIEW – BUCHANAN LODGE

TENDER APPROVAL:	13 August 2010
SITE START:	11 October 2010
COMPLETION:	30 July 2012
DATE OF PCR:	14 August 2013
NO OF UNITS AT TENDER:	40 units
NO OF BEDSPACES AT TENDER:	80 bedspaces
NO OF UNITS AT COMPLETION:	40
NO OF BEDSPACES AT COMPLETION:	80 bedspaces
TRS:	28771



Main Entrance

Background

Buchanan Lodge was formerly a home for elderly people and was built in the early 1960s. In the mid 1990s it closed down and the building lay empty for 5 years until the Talbot Association took it over in 1999/2000 although the building remained in the ownership of Glasgow City Council.

The Talbot Association invested £0.5m in the building carrying out partial refurbishment and opened it as a Care Home for 40 long term elderly homeless men the majority of whom had longstanding alcohol dependency issues.

Due to the introduction of care models and specific requirements set by the Care Commission the existing building was deemed unfit for purpose and did not meet current care standards specifically the lack of ensuite bathrooms with residents currently having to share common facilities.

As the result of a partnership between Glasgow City Council, Talbot Association and Cassiltoun Housing Association a feasibility study was undertaken in 2008 to establish whether refurbishment or demolition and new build would be the appropriate method to bring the facility up to current standards. Cassiltoun Housing Association acquired Buchanan Lodge in March 2009.

During June 2009 a fire completely destroyed two single storey wings of the building which were subsequently demolished due to the extent of damage caused by the fire. This in turn meant that the Association required to refurbish the remaining part of the building and replace the wings which were lost in the fire with a new build.

1.0 PHYSICAL QUALITY MEASURES

1.1 Confirm that the number and mix of houses actually provided is as approved.

At tender stage GCC approved 40 units with ensuite bedrooms with communal facilities. There has been no change in this since approval.

1.2 For route 3 and 4 projects, is the design and specification for the project consistent with what was approved by Communities Scotland/Glasgow City Council?

A full Value for Money Appraisal of this project was carried out by GCC staff at cost plan stage. The finished building is consistent with the design and specification of that approved.

1.3 Comment on the quality of the project design (including relationship to adjacent building etc.), specification, detailing and materials used.

Buchanan Lodge is located off Fernhill Road to the south west corner of the junction with Croftfoot Road, one mile to the south of Rutherglen Town Centre. The area surrounding the site is predominantly residential in nature with nearby properties incorporating a mix of private and former Local Authority housing.

Because of the use and client base there was an enhanced M & E specification.

Three gas fired boilers in the plant room provide heating and domestic hot water. Low temperature radiators serve all areas of the building.

The laundry facility has large gas fired washing machines and driers.

A fully automatic fire alarm installation covering the whole building is provided together with a Sprinkler System.



Laundry



Boilers in Plant Room

A distress alarm system with call points in all bedrooms, one call point at the side of the bed and pull cord in the en-suite, disabled WC's, assisted bathrooms and day lounges linked back to a central command system located in the duty room.

A Secure Entry System has been included for the front entrance door and a swipe card system is provided for all staff areas.

An eight person disabled lift serves the upper floor.

Because of the high level of services in the building the Association has appointed Facilities Management Services to regularly inspect and maintain the gas fired boilers, pumps, emergency lighting, water testing, mixing valves, fire alarms and intruder alarm.

Due to the footprint of the existing building there was difficulty in providing bedrooms of adequate size to meet the Care Commission Standards the Architect incorporated projecting "Pods" into some of the bedrooms. The windows project 300mm from the face of the external wall the sill was dropped to floor level and in addition to providing a small additional area of usable floor area it increases the amount of natural light entering the room. These "Pods" are now used by some residents as sitting areas where they can read or simply sit and look out the window over the surrounding landscape.

On the first floor there is a staff kitchen and dining area. The kitchen is fitted to a high standard. In addition to a sitting area in the kitchen large glazed double doors lead to a south facing covered balcony. The balcony provides outdoor seating space for staff and the large glazed doors and side screens provide an abundance of natural light to the kitchen. The high quality of the kitchen and seating area was commented on favourably by the staff during the Post Completion Review

At design stage there was the potential to provide 2 No. flats within the basement and these could have been rented by Cassiltoun Housing Association separately from the lease of the main part of Buchanan Lodge to the Talbot Association. Although it was possible for the two flats to have separate entrances that did not involve entering the main Buchanan Lodge building the Homeless Partnership were insistent that Buchanan Lodge had to be a "stand alone" building and it would not be acceptable to have other persons within the complex. The space within the basement only received the minimum of repairs / finishes and is now used as a storage area only.

There were 12 No. Architect's Instructions issued over the period of the works.

The majority of the AI's issued were in the form of confirmation or clarification rather than changes to the design or detailing. Only the routing of services within the existing building appeared to be problematic and this can be expected to some extent in an existing building where the volume of services is being increased.

It can therefore be said that the project was fully planned and detailed by the Association's Design Team prior to work starting on site.



Kitchen



Dining Room

A copy of the "Defects Log" provided by Cassiltoun Housing Association was inspected. The "Defects Log" is the back up to the Monthly Defects Report prepared by the Contractor, CBC, and lists the date the defect was advised, manner it was transmitted to CBC, nature of defect, arrangements made to rectify and date repairs completed. The use of the "Defects Log" ensures that defects can be monitored on an ongoing basis.

Apart from when the heating failed due to a fault with the pumps the only major recurring defect related to the lights in the bedrooms. The lights in the bedrooms were having to be replaced and this was traced back to the residents instead of switching off the lights they were only using the dimmer switches to turn them down. On turning the lights up again the tubes were blowing because the pre heater in them was not engaging. The problem was resolved by replacing the dimmer switches with normal on/off switches.

The majority of the other defects were of a minor nature, doors jamming, minor leaks and windows requiring adjustment.

The contractor CBC responded promptly to rectify the defects identified.

Considering the size and complexity of the project the small list of minor defects is testament to the high quality of work carried out while the works were being done and the thoroughness of the inspection process prior to handover.

1.4 Comment on the quality of the residential environment provided – including the amenity of the project site and the standard of any environmental improvement or landscaping works

Buchanan Lodge is within 1.2 hectares of ground containing many mature trees and a burn is set back from the main thoroughfare giving it a rural feel.

A covered south facing area is accessed from the dining room leading to a slabbed patio for sitting out.

A door from the communal bar/recreational area gives access to the south facing patio and this area was in use for sitting out by residents during the time of our PCR visit.

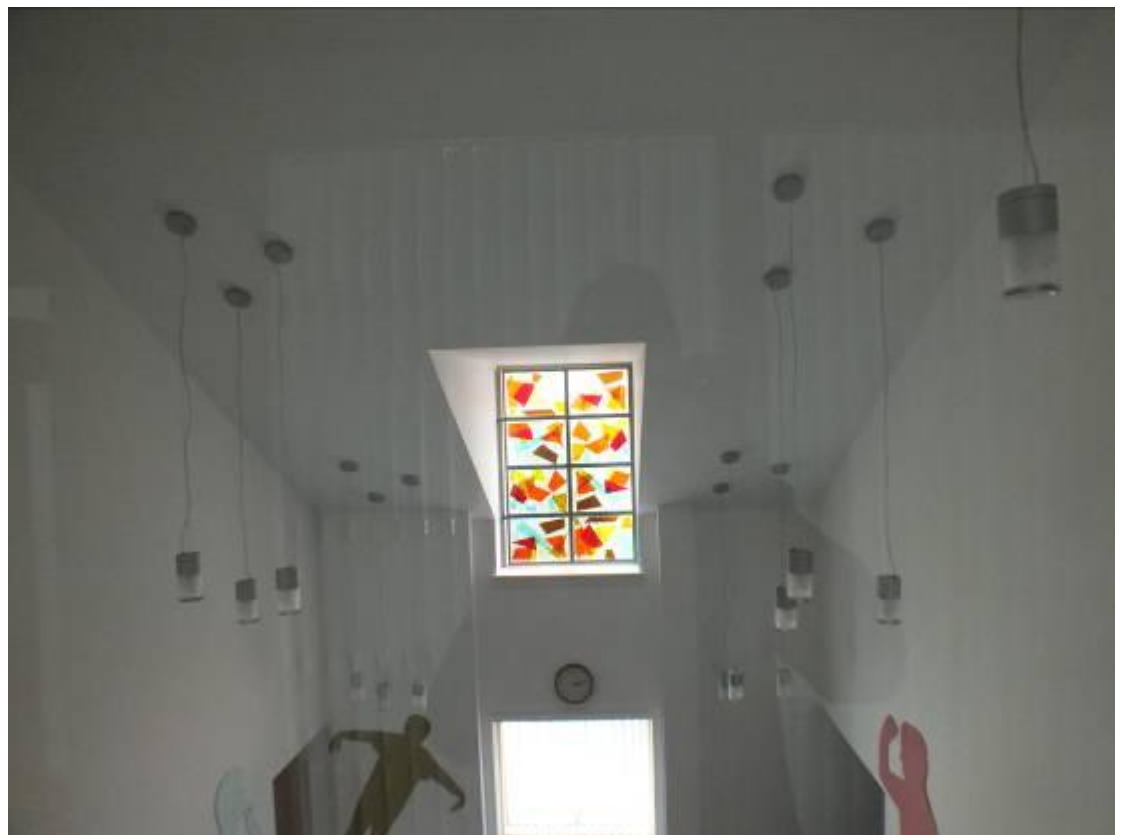
The Architect has considered that staff's quality of work environment and provided a balcony to their common room which allows them also to enjoy the views as well as the fresh air and is very much appreciated.

Following on from the work carried out by Impact Arts carried out with the residents when they discovered their interest in nature a number of sculptured bird tables were commissioned and these are located in the grounds in full view from the windows of the building. A sculpture of a what appears to be a very fat pigeon was also installed.

Although tidy and generally well maintained the quality of the grass could have been better as in some parts it was very bare with areas of weeds.

1.5 Will the project achieve the required 60-year life, allowing for cyclical repairs and replacement of building components? Are there any features likely to involve higher or lower than normal running costs for residents and /or maintenance for the Housing Association?

The design and specification of the project are consistent with at least a 60 year life provided there is an effective maintenance and repair regime.



Stained glass window and silhouettes

1.6 How do the space standards compare with Scottish Housing Handbook standards?

Because Buchanan Lodge is supported accommodation the comparison with Scottish Housing Handbook standards is not applicable.

The project was designed and built to comply with the requirements of the Care Commission, Social Work and the end user the Talbot Association. The size of all the bedrooms meet the minimum requirements as does the ancillary accommodation provided.

During the walk round during our Post Completion Review visit it was apparent that there was sufficient space provided. There were no untoward comments from the staff or residents.

In theory, each bedroom is sufficiently large to be counted as a double bedroom and this is how it has been recorded on TRS and the Offer of Grant. In practice it is known that each room will only house one resident.

1.7 Has the Association obtained, if appropriate, a third party warranty or other independent accreditation of the completed housing?

The Association advised that they did not obtain third party warranties.

1.8 Do the homes comply with and has the Association made maximum use of housing for varying needs criteria?

This development is a care facility and has been specifically designed to meet the needs of the client group and the requirements of the Care Commission.

Five of the bedrooms have been fully adapted for wheelchair users.



Shower room for wheelchair user

1.9 Were any of the dwellings constructed with a particular needs client in mind? Are they allocated to this group? Are there any features specific to this group? If so, how successful are they?

Yes, the project was a replacement facility for elderly men with long standing alcohol addiction. The existing building did not meet care standards particularly the lack of ensuite bathrooms which meant that the residents had to share common facilities. Approximately 38 residents were decanted for a period of up to 2½ years to a similar facility at Eskdale House located in the East End of the City. Due to either dying or some of the residents moving on, around 18 residents returned to Buchanan Lodge.

1.10 Does the project utilise security conscious design principles?

The project achieved a Secure by Design Certificate which was issued to the Association by Strathclyde Police on 24 May 2012.

1.11 Has the Association a sustainability policy in place and, if so, how has this impacted upon the design and specification of the housing product being reviewed?

The Association has a current sustainability policy in place and the project complies with it.

As part of the refurbishment the existing external walls were overclad in external insulating system and this with the incorporation of double glazing and high level of roof insulation will lead to reduced heating costs.

Dedicated low energy light fittings are fitted and a PIR system of corridor lighting with daylight sensors is also included.

These measures together with the efficient gas boilers will reduce heating and lighting costs.

1.12 Are there any other features about the project which should be commented on including any award of wider role funding

Glasgow City Council part funded the appointment of Impact Arts.

When the residents of Buchanan Lodge were decanted to a Eskdale House a similar residential home in Easterhouse, Impact Arts worked with the residents running classes in creative writing, poetry and arts and crafts. During these classes it also became apparent that the residents were interested in nature.

The classes have proved very successful culminating in a Book of Poetry to be published soon.

In addition to the poetry being incorporated into book form the poetry has also been incorporated onto walls within the refurbished Buchanan Lodge as well as on tree stumps placed around the grounds.

Following on from the Art Classes Silhouettes of the residents have been fixed to the walls in common areas i.e. corridors and dining areas.

Based on some of the residents drawings a stained glass panel was commissioned and has been incorporated into the new two storey area at the entrance foyer.

In connection with the interest shown by the residents in nature sculptured bird tables/feeders were also commissioned and these are located in the grounds of Buchanan Lodge.



Staff Kitchen

2.0 RESIDENT SATISFACTION SURVEYS

- 2.0 Does the Association have systems in place to routinely measure resident satisfaction in housing completed under its development programme, as required by Performance Standards? How effective are the Association's systems?**

In most cases once the project has been completed a year, Associations would normally issue a Resident Satisfaction Survey to tenants asking them to complete and return. This has proved to be the best method of receiving feedback. On this occasion it was felt that due to the client group it was not appropriate to carry this exercise out.

- 2.1 What are the main resident satisfaction results for this project? Are there any areas where there are significant levels of dissatisfaction among residents? Has the present product been shaped by the feedback from previous surveys/reviews.**

On the actual day of the visit GCC staff we were able to visit three different units within the development. The main difference with each unit was the size and the type of windows installed in the units. The first room visited was larger and was suitable for a wheelchair user. The second unit visited had a pod which created loads of light and a space which could allow the resident to sit in for reading or just look out the window. The third unit visited was a standard size with large windows which meant the room was nice and bright.

On visiting the third unit we spoke briefly with one of the residents who informed us that prior to moving to Buchanan Lodge he slept outdoors on park benches or the local Arcade. Since moving to Buchanan Lodge he has been very happy and appreciative of his new accommodation.

Staff members from the Talbot Association and Laura Edwards from Cassiltoun Housing Association provided GCC staff with a tour of the development. It was clearly evident that the residents were enjoying the outdoor areas for sitting as well as having the freedom to walk around the grounds which have a variety of trees, plants and sculptures dotted throughout the grounds.

2.2 Where relevant, did the Association consult effectively with tenants in developing the project?

Tenants were not directly consulted with the project. The project was a partnership arrangement between Social Work, the Talbot Association and Cassiltoun Housing Association and all had significant input into the requirements of the project

2.3 Does the Association need to take any action to (i) improve its method of measuring resident satisfaction, or (ii) alter its development policies and practices to improve resident satisfaction with the housing it provides?

Not applicable due to the client group. Copy of Health and Safety file and demonstrations were given to Talbot staff prior to handover.

3.0 PROJECT EFFECTIVENESS

How effective has the project been in achieving the objectives agreed between the Association and Scottish Government/Glasgow City Council? List these objectives and comment on each, in turn.

The scheme objectives were detailed in the scheme agreement issued on 4 December 2008.

- * To acquire the site for Cassiltoun Housing Association.
- * To refurbish the building to the standards required for residential facilities by the Care Commission.
- * To ensure the continued provision of a valued service for 40 vulnerable clients identified by Social Work Department as a priority group.
- * To upgrade the communal facilities and staff quarters.
- * Increase independence and privacy or up to 40 residents
- * Design to barrier free standards allowing for high level of accessibility and provision for future flexibility; and meet the standards set out in the summary of design criteria to "Housing For Varying Needs: Part 1".

* Meet VFM and normative standards criteria in terms of costs, energy SAP ratings, Secure by Design Accreditation, Eco Homes standards etc.

3.1 Did the Association's tenant selection procedure result in properties designated for specific client groups being targeted successfully when allocated? How did this relate to the Council's priorities for investment?

This development is part refurbishment/new build and has provided a brand new facility which currently accommodates 40 elderly male tenants who have long standing alcohol dependency. This new facility will meet current care standards and will allow the residents to have private independent living conditions which previously they did not have. Within the development there are five properties which have been fully designed to wheelchair standards. This project links directly with the Council's Investment Priorities i.e. Balancing Supply and Demand and Improving Access to Housing for People with Particular Needs.

3.2 Did the Association have an adequate marketing strategy in place for any housing for sale or shared ownership? How successful was the Association in achieving sales to the intended client groups? How effective was the marketing process? (E.g. were properties advertised; how were the purchasers identified; for how long did the Association market the properties; were the Association's projections of sales prices and tranche sizes accurate?)

N/A.

3.3 How effectively did the Association control costs? Did it adhere successfully to the subsidy target or HAG limit agreed with Scottish Government/Glasgow City Council at the point of approval?

This is not a mainstream housing project and works comprised of refurbishment and new build to provide a new hostel facility that meets current Care Commission Standards. The project exceeded the HAG benchmark set at the time of approval but this was due to the M&E specifications required for Buchanan Lodge and the nature of this specialist development and the fact that half of the building is non residential.

The Association has still to submit a HAG Completion to GCC for this project. We were however provided with a copy of the Statement of Final Accounts prepared by the Association's consultant Quantity Surveyor. The Final Account has still to be signed by the contractor.

The Final Account as provided during the Post Completion Review shows that the Final Works Cost amounts to £3,799,913.80 which is £18,897.28 above that approved at tender.

Up until near the end of the contract the Quantity Surveyor was predicting that the contract would be contained within the approved tender. Towards the end of the contract Building Control requested further works and these account for the cost overrun. The final cost overrun was outwith the Association's control

Considering the complexity of the project the Association and their design team have efficiently controlled the works costs.



“Pod” window in bedroom



External view of “Pods”

3.4 Were submissions to Communities Scotland/Glasgow City Council made on time? Was the project subject to any serious delays? Has a HAG PC been submitted for the project? If not, why not?

There were no delays with submission to Glasgow City Council for this project. The HAG PC for Buchanan Lodge is outstanding but the Association have now received the final accounts from the contractor and have agreed to submit the completion to GCC over the next few weeks.

The contract on site ran over the original period by approximately 4 months.

The main reason for the overrun was exceptionally inclement weather at the beginning of the contract.

In addition to the delays because of inclement weather further extensions of time were granted to the Contractor in respect of items relating to Structural Steel design, Service Trench Work, the discovery of bats, and changes to roof lining fixing details. The delays were outwith the control of both the Design Team and the Contractor and the extensions of time did not result in any claims for additional monies from the Contractor.



Rear elevation showing balcony to staff kitchen and seating area at dining room

3.5 Did the Association have effective procedures for the selection and appointment of contractors and professional consultants? Do these link with “Building a Better Deal”? What comments can be made in relation to any partnering or innovative practices evident?

The selection of Consultants was based on the completion of pre qualification information and questionnaire, interview, checking of references followed by appointment based on quality and price.

Cassiltoun Housing Association carried out a thorough in depth selection and appointment process all in the spirit of “Building a Better Deal”.

Cassiltoun Housing Association carried out a similar procedure of pre qualification and appointment based on price and quality for the contractor. Competitive tenders were obtained from a list of specialist contractors.

Reports were prepared for Cassiltoun Housing Association’s committee at regular intervals on the standard of services being provided by the Architect, Quantity Surveyor and Structural Engineer.

In the two reports that were available for inspection all the consultants attained a very good report on their performance.

It would also appear that a good working relationship existed between the Contractor, Client and Design Team

3.7 Which funding route was used to manage the HAG application and approval process for the project? How well did the application and approval process work?

The funding route used for processing the Association's application was Route 3, Options 2 which meant that GCC carried out a detailed Value for Money Appraisal at cost plan stage.



Sculptured bird table



Sculptured bird table

4. CONCLUSIONS

4.1 Has the project as completed achieved acceptable value for money? (VFM in this context refers to the relationship between (i) the physical standards achieved, the residents' satisfaction, the achievement of the project's objectives and (ii) the subsidy required to complete the project).

Costs for Buchanan Lodge were high and over the benchmark figure of £66,500 set at that time. As mentioned previously this development is not a typical mainstream housing project and Buchanan Lodge required to meet Care Commission Standards.

In view of the high standard of finishes to the building both internally and externally along with the M&E specifications required and taken account of the client group and it can be said to have achieved value for money.

4.2 Are there any lessons for the future for either the client or Glasgow City Council suggested by the review of this project?

The Association have done an excellent job with this development and the success of the facility was clearly obvious on the day of the PCR visit carried out by GCC



The “fat” pigeon

4.3 Where any problems have been identified, how should these be resolved?

One minor issue which was highlighted by the Talbot Association was accessing the laundry facility. This required staff going upstairs and along a corridor then down the stairs at the opposite side to avoid passing through the dining area with dirty laundry.

This situation was not envisaged at briefing or design stage and staff do not consider it a major issue more of an inconvenience.

To avoid this happening on any future project of this type it would be prudent to produce a “Circulation Diagram” that would highlight any routes that could be designed out to avoid concern or inconvenience.

4.4 What conclusions does the review suggest regarding the introduction or continued use of streamlined HAG procedures for this Association?

This project was appraised under the old grant regime and was recorded on TRS as Route 3. From April 2012 Scottish Government introduced The Affordable Housing Supply grant mechanism which is currently in operation.

Review carried out and reported by:

Brian Crawford
Project Officer
Housing Services
(Technical)

Date

August 2013

Sharon McIntyre
Project Officer
Housing Services

Date

August 2013