



## Projects and Procurement Sub-Committee – Information (Starred) Pack

**Date:** TUESDAY, 18 NOVEMBER 2025  
**Time:** 3.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy Benjamin Murphy (Chairman)  
Philip Woodhouse (Deputy Chairman)  
Simon Burrows  
Deputy Timothy Butcher  
Deputy Anne Corbett  
Stephen Hodgson  
Deputy Andrien Meyers

**Enquiries:** John Cater  
John.Cater@cityoflondon.gov.uk

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

## AGENDA

7. **\*GW3: CROSSRAIL LIVERPOOL STREET URBAN INTEGRATION (PHASE 2)**

Report of the Executive Director, Environment.

**For Information**  
(Pages 139 - 154)

8. **\*GW4: AIR SOURCE HEAT PUMP AND PHOTOVOLTAIC INSTALLATION AT THE MANSION HOUSE**

Report of the City Surveyor.

**For Information**  
(Pages 155 - 162)

9. **\*GW4: PIPE SUBWAYS OF HOLBORN VIADUCT AND SNOW HILL OVER THAMESLINK**

Report of the Executive Director, Environment.

**For Information**  
(Pages 163 - 174)

10. **\*GW6: DECENT HOMES CALL-BACKS 2020-22**

Report of the Director of Community & Children's Services.

**For Information**  
(Pages 175 - 182)

11. **\*GW6: RENEWAL OF FLAT ROOF COVERINGS AT PETTICOAT SQUARE, MIDDLESEX STREET**

Report of the Director of Community & Children's Services.

**For Information**  
(Pages 183 - 190)

12. **\*GW6: RENEWAL OF ROOF COVERINGS AT DRON HOUSE, TOWER HAMLETS**

Report of the Director of Community & Children's Services.

**For Information**  
(Pages 191 - 198)

23. **\*GW5: GUILDHALL COOLING PLANT REPLACEMENT**

Report of the City Surveyor.

**For Information**





<b>Committees:</b> Streets & Walkways Sub Committee <i>[for decision]</i> Projects & Procurement Sub Committee <i>[for information]</i>	<b>Dates:</b> 14 October 2025 18 November 2025
<b>Subject:</b> Crossrail Liverpool Street Urban Integration (Phase 2)	<b>Gateway 3</b> Regular Issue Report
<b>Unique Project Identifier:</b> 11375	
<b>Report of:</b> Executive Director Environment  <b>Report Author:</b> Tom Noble, Transport & Public Realm Projects	<b>For Information</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b> To explore design changes to the public realm across the wider Liverpool Street area to enhance the pedestrian environment and facilitate the anticipated pedestrian uplift in the area resulting from the opening of the Elizabeth line.</p> <p>The Liverpool Street Area Healthy Streets Programme serves to implement the Liverpool Street Area Healthy Streets Plan which was adopted in May 2024.</p> <p><b>RAG Status:</b> Green (Amber at last report to committee)</p> <p><b>Risk Status:</b> Low (Low at last report to committee)</p> <p><b>Total Estimated Cost of Programme (excluding risk):</b> £15-20m – this is the total estimated cost of delivering the full programme as set out in the delivery plan at Appendix 2, and would include funding from a variety of sources, the majority of which is not yet secured.</p> <p><b>Spend to Date:</b> £127,000</p> <p><b>Costed Risk Provision Utilised:</b> None</p>
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<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> N/A</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Note and approve the contents of this report;</li> <li>2. Approve the renaming of the Crossrail Liverpool Street Urban Integration (Phase 2) project, to the <b>Liverpool Street Area Healthy Streets Programme</b>;</li> <li>3. Approve the closure of the Crossrail Liverpool Street Urban Integration (Phase 2) project budget and the transfer of any unspent budgets to <b>Liverpool Street Area Healthy Streets Programme</b>;</li> <li>4. Approve the allocation of <b>£50,000</b> from the existing Crossrail Phase 2 Urban Integration project, to create a programme management budget for the Programme, as set out in Section 7;</li> <li>5. Approve the remaining allocation from the existing Crossrail Liverpool Street Urban Integration Phases, to be put towards delivery of individual projects emerging from the Programme;</li> <li>6. Approve the inclusion of any underspend from the Finsbury Circus Access Improvements project, to be put towards delivery of individual projects emerging from the Programme;</li> <li>7. Note that future update reports on the Programme will be outside of the Gateway process, but that individual projects within the Programme will be subject to approval through the Gateway process.</li> </ol>
<p><b>3. Background</b></p>	<p>3.1 The Crossrail Liverpool Street Urban Integration project was initiated in 2013, with the overall aim of delivering public realm improvements to support the opening of the new Elizabeth line entrance at Liverpool Street. Phase 1 of the project delivered a pedestrianised area around the new Elizabeth line entrance in Liverpool Street and a raised carriageway on the adjacent section of Blomfield Street. Phase 2 of the project delivered:</p> <ul style="list-style-type: none"> <li>• Retiming of traffic signals at nearby junctions to increase priority for walking and wheeling;</li> <li>• Decluttering of redundant street furniture in Old Broad Street (between Liverpool Street and Wormwood Street);</li> <li>• Temporary measures to increase space for walking and wheeling on Old Broad Street to support social distancing during COVID-19, and the development of concept designs to make these changes permanent (not yet delivered).</li> </ul> <p>3.2 In May 2023 an Issue report was approved to amend the scope of the Crossrail Liverpool Street Urban Integration (Phase 2) project to include a public consultation exercise</p>

	<p>on the Liverpool Street Area Healthy Streets Plan (HSP). This report also confirmed that the project would be put on hold until the HSP was adopted, and that it would then be subsumed into the Liverpool Street Area Healthy Streets Programme.</p> <p>3.3 The creation of the HSP was largely in response to the high level of development activity in the area, including the forthcoming transformational scheme for Liverpool Street Station which will enable significant changes and improvements to the public realm.</p> <p>3.4 The consultation on the HSP was conducted between October and December 2023, with over 100 responses received. The majority of responses indicated broad support for the proposals; the HSP was subsequently amended and then adopted in May 2024.</p>
<b>4. Progress since last report</b>	<p>4.1 This report provides an update on the of the adopted Healthy Streets Plan progress and establishes a programme to continue delivery of the Plan.</p> <p>4.2 Since the HSP was adopted in May 2024, a number of projects in the area have progressed or have completed.</p> <p><b>Completed projects</b></p> <p>4.3 Finsbury Circus western arm (completed May 2025) – conversion of a redundant area of carriageway space to a pedestrianised area featuring new planting, seating and cycle parking.</p> <p>4.4 Finsbury Circus access improvements (completed July 2025) – widened pavements, raised table crossings and additional cycle parking provided at the four entrances to Finsbury Circus, complementing the recently-completed enhancement of the Circus.</p> <p>4.5 101 Moorgate s278 (completed July 2025) – provision of a widened pavement and a new signalised pedestrian crossing in the vicinity of the development on Moorgate, and the reinstatement of Moor Place and Keats Place.</p> <p><b>Projects underway</b></p> <p>4.6 Moorgate / Ropemaker Street junction (construction expected to commence in September 2025 at time of writing) – reconfiguration of the junction to provide widened pavements on the southeastern and southwestern sides and</p>

	<p>a diagonal crossing to serve the southwest / northeast pedestrian desire line.</p> <p>4.7 One Broadgate s278 (underway, expected to complete in November 2025) – provision of a widened pavement and a lined cycle lane on the north side of Eldon Street adjacent to the development.</p> <p><b>Section 278 projects (initiated)</b> – see map at Appendix 4</p> <p>4.8 One Liverpool Street (expected completion in 2026) – repaving of the western pavement adjacent the development on Blomfield Street, and the potential installation of a raised table crossing at the junction of Blomfield Street and Finsbury Circus.</p> <p>4.9 1-5 London Wall Buildings (expected completion in 2027) – reconfiguration of the junction of Blomfield Street / London Wall, and repaving of pavements adjacent to the development on Blomfield Street and Finsbury Circus.</p> <p>4.10 75 London Wall (expected completion in 2027) – repaving of the pavement on London Wall adjacent to the development, widened and repaved pavement on Old Broad Street and the introduction of pedestrian priority measures in Great Winchester Street (some of these measures are outside of the HSP area).</p> <p>4.11 2-3 Finsbury Avenue (expected completion in 2027) – improvements to pavements and carriageways adjacent to the development on Sun Street and Wilson Street, and the planting of street trees.</p> <p>4.12 55 Old Broad Street (expected completion in 2029) – pedestrian priority measures adjacent to the development in Old Broad Street and repaved pavements on Wormwood Street and Bishopsgate Churchyard.</p> <p>4.13 An updated delivery plan reflecting progress on these schemes, and incorporating other projects being progressed by the Policy &amp; Projects team, is shown in Appendix 2.</p>
<b>5. Issue description</b>	<p>5.1 As previously reported, the Crossrail Liverpool Street Urban Integration (Phase 2) project has been on hold pending completion of the HSP.</p> <p>5.2 A combination of Section 278 and City of London projects have since come forward covering the entire scope of the Urban Integration project (see plan in Appendix 3). These projects will progress through their own reporting routes and</p>



	<p>design processes but will be coordinated through the Programme.</p> <p>5.3 It is therefore proposed that the name of the project is changed from ‘Crossrail Liverpool Street Urban Integration (Phase 2)’ to ‘Liverpool Street Healthy Area Streets Programme’. It is further proposed that the remaining budget from the original project is retained and repurposed, as set out in Section 7.</p> <p><b>Governance</b></p> <p>5.4 It is expected that a Liverpool Street Stakeholder Group for the redevelopment of the station and opportunities around this will be established. This will be used as a Steering Group for the Healthy Streets Programme.</p> <p>5.5 The Programme area is partially covered by the Eastern City BID and Culture Mile BID areas and is bounded to the east by the Aldgate Connect BID. Updates will be provided to these BIDs on a periodic basis, and opportunities to deliver projects with the Eastern City and Culture Mile BIDs will be explored.</p>												
6. Next steps	<p>6.1 As with other adopted Healthy Street Plans, an annual update report will be presented to Members, highlighting progress on the delivery of the Programme.</p> <p>6.2 As noted above, updates will be provided to existing groups with an interest in the area, therefore a separate working group is not proposed.</p>												
7. Budget	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source Funding of</th><th>Cost (£)</th></tr><tr><td>Programme management (T&amp;PR staff costs)</td><td>To coordinate delivery of projects, including funding bids, and liaise with stakeholders</td><td>Crossrail funding (committed)</td><td>50,000</td></tr><tr><td>Project delivery</td><td>To implement priority projects within the</td><td>Crossrail funding (committed)</td><td>1,417,527*</td></tr></table>	Item	Reason	Funds/ Source Funding of	Cost (£)	Programme management (T&PR staff costs)	To coordinate delivery of projects, including funding bids, and liaise with stakeholders	Crossrail funding (committed)	50,000	Project delivery	To implement priority projects within the	Crossrail funding (committed)	1,417,527*
Item	Reason	Funds/ Source Funding of	Cost (£)										
Programme management (T&PR staff costs)	To coordinate delivery of projects, including funding bids, and liaise with stakeholders	Crossrail funding (committed)	50,000										
Project delivery	To implement priority projects within the	Crossrail funding (committed)	1,417,527*										

		programme area		
	Future project delivery	To implement further projects within the programme area	Section 278, CIL, OSPR (uncommitted)	13,532,473 - 18,532,473
	<b>Total</b>			15,000,000 - 20,000,000
<p>* Note that this figure will increase once the underspend from the Finsbury Circus Access Improvements project is finalised and transferred to this budget.</p> <p><b>Costed Risk Provision requested for this Gateway: None</b></p> <p>7.1 The prioritisation of projects will be assessed as part of the programme management process.</p> <p>7.2 Additional funding required to deliver the programme will be provided through a combination of Section 278 agreements from developments in the area and CIL / OSPR (bids will be made accordingly via Resource Allocation Sub-Committee and Policy &amp; Resources Committee, and will be subject to prioritisation against other requests for this funding).</p>				

## Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Updated Liverpool Street Healthy Streets Programme delivery plan
<b>Appendix 3</b>	Original Crossrail Liverpool Street Urban Integration phasing plan
<b>Appendix 4</b>	Locations of initiated Section 278 projects

## Contact

<b>Report Author</b>	Tom Noble
<b>Email Address</b>	tom.noble@cityoflondon.gov.uk

# Project Coversheet

## [1] Ownership & Status

**UPI:** 11375

**Core Project Name:** Crossrail Liverpool Street Urban Integration Phase 2 (proposed to change to Liverpool Street Area Healthy Streets Programme)

**Programme Affiliation:** Crossrail Liverpool Street Urban Integration under the Crossrail Urban Integration Projects

**Project Manager:** Tom Noble

**Definition of need:** To explore design changes to the public realm across the wider Liverpool Street area to enhance the pedestrian environment and facilitate the anticipated pedestrian uplift in the area resulting from Crossrail. These proposals will also be required to account for emerging and known adjacent private developments and Transport for London's aspirations for the nearby A10 corridor.

**Key measures of success:**

- |   |
|---|
| 1) Key highway improvements completed in time for opening of the Elizabeth Line |
| 2) Improved user experience in the vicinity of the station                      |
| 3) Improved user comfort levels   |
| 4) Improved pedestrian safety   |

**Expected timeframe for the project delivery:** The majority of the work to deliver the scope of the Crossrail Liverpool Street Urban Integration Phase 2 project is either complete or is due to be delivered imminently through other projects.

The Healthy Streets Programme will cover the delivery of projects in the area over the next 10 years.

**Key Milestones:** The programme will align with current and emerging development projects which will be mapped out in more detail as part of the programme management process.

**Are we on track for completing the project against the expected timeframe for project delivery?** N/A.

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?** No.

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:**

**'Project Proposal' G2 report (as approved in November 2013):**

- Total Estimated Cost: £250k - £2m
- Resources to reach next Gateway: £60,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

*Scope/Design Change and Impact: Set the scope for the Phase 1 work that was to be delivered in time for the opening of Crossrail which was then estimated as '2018'.*

**'Outline Options Appraisal' G3 report (as approved by PSC 22/7/14):**

- Total Estimated Cost: £2-3.5 million (excluding value of remediation by Crossrail)
- Spend to date: £20,513
- Resources to reach next Gateway: £115,000
- Costed Risk Against the Project: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

*Scope/Design Change and Impact: none*

**'Detailed Options Appraisal' G4 Stage 1 report (as approved by PSC 23/2/15):**

- Total Estimated Cost: £2-3.5 million
- Resources to reach next Gateway: £115,000
- Spend to date: £135,513
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

*Scope/Design Change and Impact: Removal of traffic from the western arm of Liverpool Street.*

**'Issue Report' (as approved by PSC 29/6/16):**

- Total Estimated Cost: £2-3.5 million
- Resources to reach next Gateway: £35,000
- Spend to date: £251,579
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

*Scope/Design Change and Impact: Requested further funding to cover unforeseen staff time/ work.*

**'Update Report' (as approved by PSC 12/12/16):**

- Total Estimated Cost: £2.5-3.5m
- Resources to reach next Gateway: £213,000
- Spend to date: £247,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Late 2018 (for Crossrail station completion). Late 2016 for a delegated decision on work site proposals

*Scope/Design Change and Impact: Requested further funding to develop the work site proposals, and defined the 'wider area'*

**Issue Report (as approved by PSC 18/7/17):**

- Total Estimated Cost: £2.5-3.5m (although not explicitly stated within the report)
- Resources to reach next Gateway: No extra resources requested.
- Spend to date: £268,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. City highways construction start in January 2018, complete in December 2018.

*Scope/Design Change and Impact: Members agreed to the City delivering the Liverpool Street east urban realm works on behalf of Crossrail and to receive a G5 report instead of a G4 Stage 2 report.*

**‘Authority to Start Work G5 report (for the previously mentioned Crossrail works, as approved by PSC 11/12/17):**

- Total Estimated Cost: £2.4m
- Resources to reach next Gateway: No extra resources requested.
- Spend to date: £313,687
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. Materials procurement/ mobilisation – Q1 2018, Reinstatement of Liverpool Street West – Q2/3 2018, Raised table on Old Broad Street & Liverpool Street construction – Q3 2019, Eldon Street raised table and other works – Q1 2020.

*Scope/Design Change and Impact: Members approved the implementation costs for the Liverpool Street east works which Crossrail had asked the City to undertake and noted that delivery of some elements may not be complete until 2022.*

**‘Authority to Start Work’ G5 report (as approved by PSC 13/6/18):**

- Total Estimated Cost: £2,712,843
- Resources to reach next Gateway: £2,399,156
- Spend to date: £313,687
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. Materials procurement/ mobilisation – July 2018, Reinstatement of Liverpool Street East – July to November 2018, Old Broad Street construction – May to June 2019, Eldon Street and Blomfield Street – January to April 2020

*Scope/Design Change and Impact: Members approved the implementation costs for the works which Crossrail had asked the City to undertake and noted that delivery of some elements may not be complete until 2022.*

**Urgency report (as approved by PSC August 2019):**

- Total Estimated Cost: £2.7m
- Resources to reach next Gateway: n/a
- Spend to date: £0.78m
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: n/a

*Scope/Design Change and Impact: Members approved that the City undertook works on private land, fully funded by Crossrail.*

**Issue Report (as approved by PSC 16/10/19):**

- Total Estimated Cost: £4.1m (£2.7m for the existing Crossrail Liverpool Street Urban Integration project (Phase 1) plus the £1.4m allocated to the wider area sub-project (Phase 2) in the ‘Review of Projects within the Built Environment Directorate’ report (July 2019).
- Resources to reach next Gateway: £206,500
- Spend to date: £0.917m
- Costed Risk Against the Project: £25,700
- CRP Requested: n/a
- CRP Drawn Down: n/a

<ul style="list-style-type: none"> <li>Estimated Programme Dates: The new Liverpool Street Crossrail station is currently expected to open in late 2020/ early 2021.</li> <li><i>Scope/Design Change and Impact: Members agreed to an increase in scope, establishment of an external working group, the revised total project cost and its funding mechanisms and resources to next gateway.</i></li> </ul>
<p><b>Issue Report (as approved by PSC 23/02/21):</b></p> <ul style="list-style-type: none"> <li>Total Estimated Cost: £1.4m (no change).</li> <li>Spend to date: £49,551</li> <li>Costed Risk Against the Project: £25,700 (no change)</li> </ul> <p><i>Scope/Design Change and Impact: Report updated on delays that had been incurred due to the pandemic and what the next steps were to be. There were no scope or finance changes.</i></p>
<p><b>Issue Report (as approved by PSC 17/2/22):</b></p> <ul style="list-style-type: none"> <li><b>Total Estimated Cost:</b> Approx. £1.64m (an increase of £155,000 from previous due to the requested inclusion of incomplete Crossrail Liverpool Street Phase 1 work)</li> <li><b>Spend to date:</b> £97,701</li> <li><b>CRP Utilised:</b> None.</li> <li><b>Slippage:</b> Approx. 4 months slippage on planned reporting timeframes due to Phase 2 design work taking slightly longer than envisaged.</li> </ul> <p><i>Scope/Design Change and Impact: Members approved the inclusion of incomplete Phase 1 work and funding, the removal of temporary social distancing measures on Old Broad Street between London Wall and Liverpool Street and two delegations.</i></p>
<p><b>Issue Report (as approved by OPPS 5/6/23)</b></p> <ul style="list-style-type: none"> <li><b>Total Estimated Cost:</b> £1.64m</li> <li><b>Spend to date:</b> £105,789</li> <li><b>CRP Utilised:</b> None.</li> <li><b>Slippage:</b> Delivery of on-street changes is now being coordinated through the Healthy Streets Plan and in response to emerging developments across the Liverpool Street area.</li> </ul> <p><i>Scope/Design Change and Impact: Members approved the pause of the Urban Integration project pending the completion of a public consultation exercise on the Liverpool Street Area Healthy Streets Plan. The incorporation of the project into the programme on completion of the Plan was also approved.</i></p>

**Total anticipated on-going commitment post-delivery [£]:** N/A

**Programme Affiliation [£]:** N/A – the project is intended to become the Liverpool Street Area Healthy Streets Programme, financial details within the main report.

Project / project area	Description	Current status
<b>Short term (2025-2028)</b>		
Finsbury Circus western arm	Permanent closure to motor vehicles and the creation of a new public space with fixed seating and in-ground raised planters	Complete
Finsbury Circus access	Widened pavements, additional cycle parking and raised carriageways at the four pedestrian entrances to Finsbury Circus	Complete
Moorgate / London Wall open space	Substantial areas of new sustainable planting, incorporating new seating and improved footways	Complete
Cycle and micromobility parking (areawide)	Introduction of new on-street micromobility bays	Finsbury Circus complete
Moorgate / Ropemaker Street junction	Widened footways, a southwest-northeast diagonal crossing and a banned left turn from Moorgate into Ropemaker Street	On site, due for completion in spring 2026
Finsbury Circus / Blomfield Street raised crossing	Raised table informal crossing at the junction, improving accessibility between Finsbury Circus and Liverpool Street	Design work underway
Blomfield Street	Footway improvements between the junctions of Finsbury Circus and London Wall	Design work underway
Eldon Street / Blomfield Street	Introduction of a contraflow cycle lane and localised public realm improvements (part funded via s278)	Design work underway
London Wall / Blomfield Street junction	Widened footways, reconfigured pedestrian crossings and improving cycling provision (part funded via s278)	Design work underway
Moorgate	Widened footways and cycle lanes between Ropemaker Street and London Wall	Design work underway
<b>Medium term (2028-2031)</b>		
Cycle and micromobility parking (areawide)	Locations TBD	Ongoing
London Wall & Wormwood Street	Potential introduction of protected cycle lanes and localised pavement widening (expected to be part funded via s278)	Not yet initiated - linked to the delivery of several adjacent Section 278 schemes
Bishopsgate / Wormwood St junction*	Introduction of an all-green pedestrian crossing phase, including diagonal crossings, and widened footways	TfL led project, design work included as part of larger project to deliver permanent improvements to Bishopsgate.
Old Broad Street (north of London Wall)	Widened pavements and a raised table informal crossing adjacent to New Broad Street (expected to be fully funded via s278)	Not yet initiated - expected to be delivered as part of 55 Old Broad Street s278
Wilson Street	Improvements to cycling provision and localised pavement widening, including potentially introducing a one-way restriction for motor vehicles (expected to be part funded via s278)	Design work underway as part of 2-3 Finsbury Avenue s278
Sun Street / Appold Street	Pedestrian priority improvements (expected to be part funded via s278)	Partly delivered as part of 2-3 Finsbury Avenue s278; wider project not yet initiated
Primrose Street	Pedestrian priority improvements (expected to be part funded via s278)	Not yet initiated
<b>Longer term (2031 onwards)</b>		
St Botolph without Bishopsgate churchyard	Improved seating, lighting and wayfinding	Not yet initiated
Moorgate / London Wall junction	Introduction of an all-green pedestrian crossing phase, including diagonal crossings, and widened footways	Not yet initiated
South Place	Pedestrian priority improvements	Not yet initiated
Liverpool Street / Bishopsgate raised crossing*	Introduction of a raised crossing at the junction (expected to be fully funded via s278)	Not yet initiated - would be delivered alongside Liverpool Street Station development
Liverpool Street (east)	Public realm improvements, including reconfiguring the existing taxi rank (expected to be fully funded via s278)	Not yet initiated - would be delivered alongside the Liverpool Street Station development

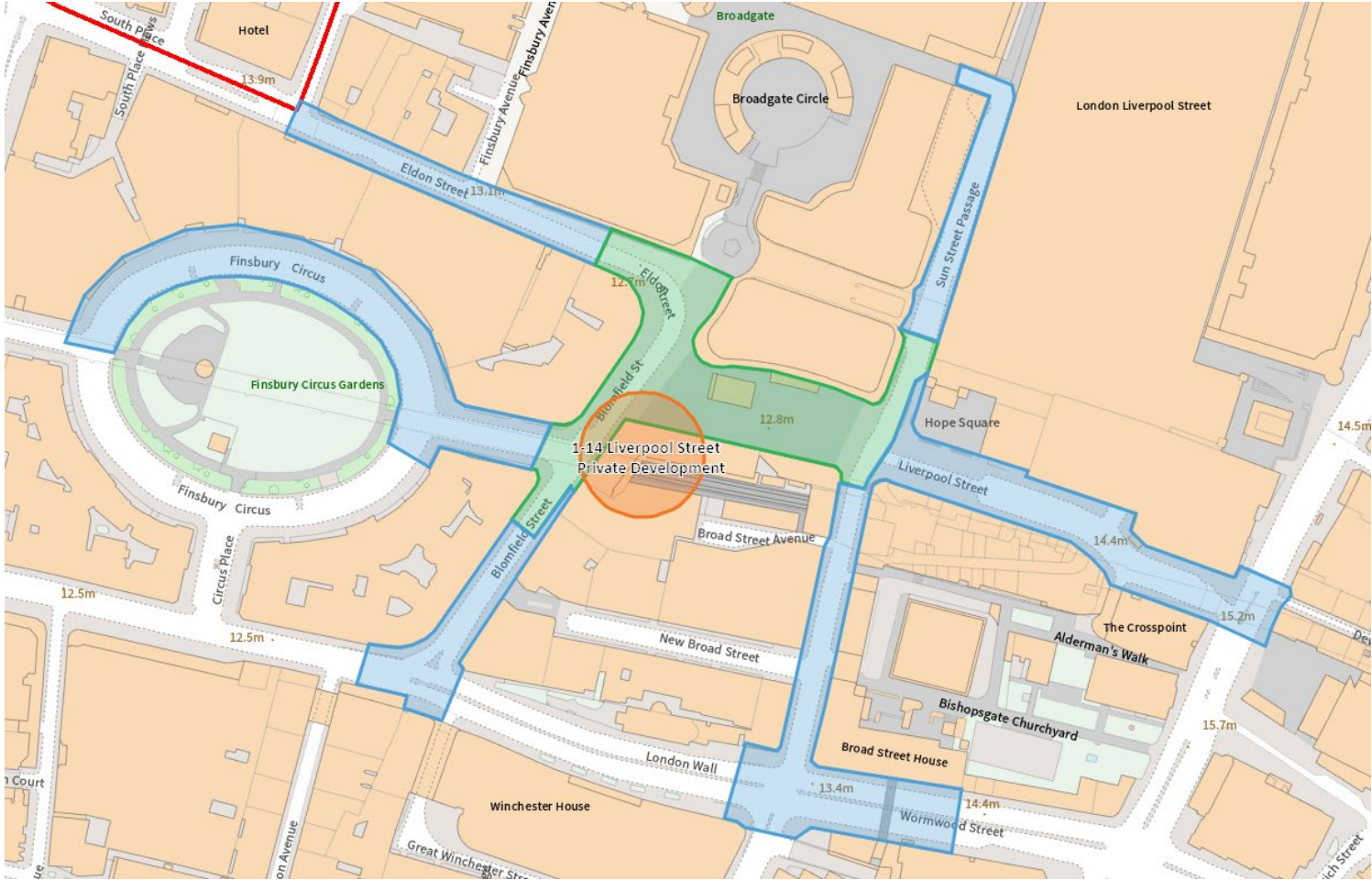
\* TfL led scheme

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### Appendix 3 - Liverpool Street Area Phase Scope Map

*(Please note – Whilst some of the sections below include private land, no public money is to be spent on them)*



#### Key

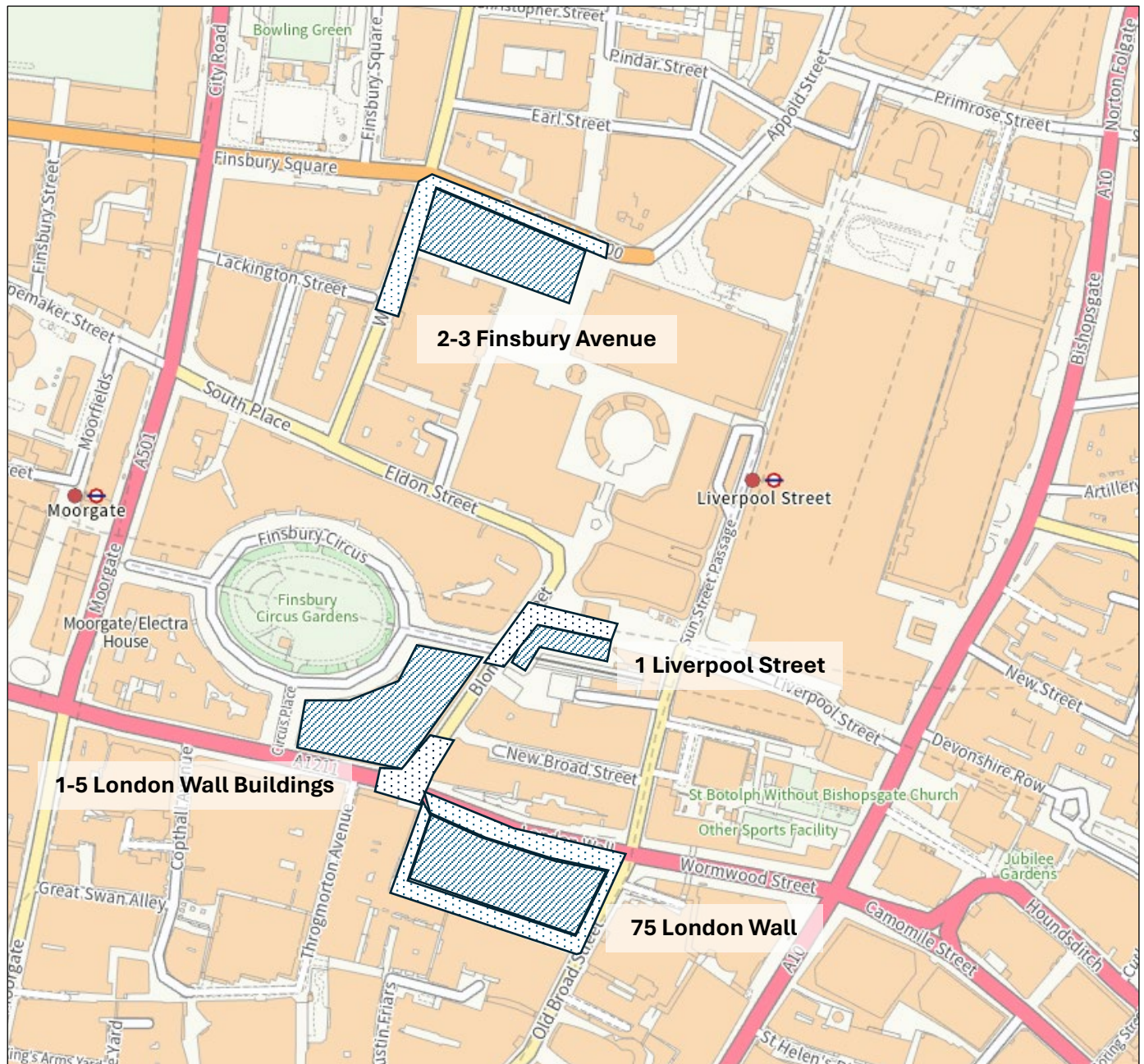
Green – Approved  
Crossrail Phase 1 area

Blue – Approved Crossrail  
Liverpool Street Phase 2  
area

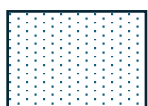
Orange – On-going private  
developments affecting  
completion of Phase 1  
work

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## Appendix 4: Locations of initiated Section 278 projects



## Development site



## Section 278 scope

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<b>Committees:</b>  Resource Allocation Sub-Committee  Corporate Project Board (for information)  PPSC (for information)	<b>Dates:</b>  3 November 2025 12 November 2025 18 November 2025
<b>Subject:</b> Air Source Heat Pump and Photovoltaic installation at the Mansion House  <b>Cora Identifier:</b> 1112	<b>Regular Issue Report</b>
<b>Report of:</b> City Surveyor <b>Report Author:</b> Adam Fjaerem	<b>For Information</b>
<h2>PUBLIC</h2>	

<b>1. Status update</b>	<p><b>Project Description:</b> To install Air Source Heat Pumps (ASHP) and Photovoltaic (PV) panels onto the roof of the Mansion House to provide low carbon heating and hot water and to generate green electricity for the building's consumption.</p> <p><b>RAG Status:</b> Green</p> <p><b>Risk Status:</b> Medium</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £2.3M</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> Decrease from an estimated £3M from the Gateway 3-4, 25/06/2025</p> <p><b>Spend to Date:</b> £44,097</p>
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	<p><b>Costed Risk Provision Utilised:</b> £206,000</p> <p><b>Slippage:</b> Planning permission and Listed Building Consent has taken longer than anticipated due to the complexities of the Pre-Planning process.</p> <p>This application is now live and comes with the support of Historic England and City of London Corporation planning officers.</p> <p>Based on the ‘going-live’ date of 2<sup>nd</sup> September a planning decision should be made by 28<sup>th</sup> October. However, it is likely that a request for an extension will be requested.</p>										
2. Requested decisions	<p><b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Light)</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. That additional budget of £0 is approved to reach the next Gateway;</li><li>2. Note the revised project budget of £2,058,750 (excluding risk);</li><li>3. Note the total estimated cost of the project at £2,264,630 (including risk);</li><li>4. That a Costed Risk Provision of £205,880 is approved (to be drawn down via delegation to Chief Officer).</li><li>5. That Option 5.1 is approved</li></ol>										
3. Budget	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td rowspan="2">Installation of required roof level steel work, replacement of roof area</td><td rowspan="2">To enable the installation and operation of ASHP whilst respecting the buildings fabric</td><td>CAS</td><td>£1,774,630</td></tr><tr><td>Contribution from CWP to pay for the</td><td>£490,000</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Installation of required roof level steel work, replacement of roof area	To enable the installation and operation of ASHP whilst respecting the buildings fabric	CAS	£1,774,630	Contribution from CWP to pay for the	£490,000
Item	Reason	Funds/ Source of Funding	Cost (£)								
Installation of required roof level steel work, replacement of roof area	To enable the installation and operation of ASHP whilst respecting the buildings fabric	CAS	£1,774,630								
		Contribution from CWP to pay for the	£490,000								



	<p>beneath the ASHP installation (not required for the PV installation), installation of ASHP on the building roof, installation of new flow and return pipes from roof to the basement plant room via the back stair case and installation of associated thermal plant in basement plant room.</p>	<p>and to avoid vibrations or noise ingress into the building.</p>	<p>roof replacement. CWP project numbers: 64100018 &amp; C0125CW051</p>		
	<b>Total</b>			2,264,630	
	<p><b>Costed Risk Provision requested for this Issue report: £0</b> (as detailed in the Risk Register – Appendix 2)</p> <p><i>List the resource requirements to reach the next Gateway in the table above. Please keep the requested CRP separate.</i></p>				
<b>4. Issue description</b>	<p>4.1 The original Gateway 2 paper outlined a project where the ASHP would sit on the mansard roof of the staff bedrooms and would supply heated water to the basement plant room via the flow and return pipes in the riser.</p> <p>4.2 The mansard roof and staff bedrooms were added to the building in the 1930s and the roofs were refurbished in the 1991 to 1993 renewal project.</p> <p>4.3 The detailed design has shown that new steel work will be required to straddle the mansard roof which will require penetrations through the existing roof and anchoring to the walls.</p> <p>4.4 In addition, the design works have shown the mansard roof is in far worse condition than originally anticipated and will need replacing beneath the ASHP.</p>				

	<p>4.5 This roof will be replaced during the planned renewal project, but this will occur after the Climate Action Strategy (CAS) target of Net Zero in our own operations by 2027. The Mansion House ASHP project is a significant contributor to achieving this target.</p> <p>4.6 Following extensive engagement with key City Corporation stakeholders it was decided that partial roof replacement as part of this project was the preferred option as compared to a future temporary removal of the ASHP to enable roof replacement under the planned renewal project.</p> <p>4.7 Conversations are ongoing with the planned renewal project team about how this project will fit in with their master plans for the Mansion House. The replacement roof design will allow for integration with the remaining mansard roof replacement during the future renewal project.</p> <p>4.8 As such, the <b>project scope has increased</b> to include replacing the section of the roof underneath the ASHP to ensure continuity of heating and hot water provision for the building for the next twenty plus years.</p> <p>4.9 It is important to note that these limited roof replacement works are now ancillary works to the installation of the ASHP. These works will be delivered by Vital Energi using the existing Design and Build call off contract from the Re:Fit 4 framework.</p> <p>4.10 This <b>increase in scope</b> has <b>increased the overall cost</b> of the project against the originally estimates and triggered this Issue Report.</p> <p>4.11 Should planning permission be approved the ASHP and the PV installation works will need to start promptly to complete before the CAS 2027 deadline.</p> <p>4.12 A Gateway 3-5 will be issued for decision to RASC once the outcome of planning application is known. The cost values in this Issue Report are based on robust estimates and there should be limited change between this report and the Gateway 3-5 report unless the Planning Application is refused. In this situation a decision will be made as to whether to drop the project, appeal the decision or redesign the scheme based on the decision criteria.</p>
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<b>5. Options</b>	<p>5.1 RASC approve the uplift in scope and costs.</p> <p>5.2 RASC decline the uplift in scope and cost resulting in the project cessation irrespective of the Planning Permission decision.</p>
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### **Appendices**

<b>Appendix 1</b>	Project Coversheet
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### **Contact**

<b>Report Author</b>	Adam Fjaerem
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<b>Telephone Number</b>	07871 107 902

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# Project Coversheet

## [1] Ownership & Status

**Cora ID:** 1112

**Core Project Name:** Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings: Mansion House – Issue Report.

**Programme Affiliation:** Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings

**Project Manager:** Adam Fjaerem

**Definition of need:** this project is part of the 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' which aims to deliver reductions in the carbon emissions of our operational buildings in support of the City Corporation's net zero goal as set out in our Climate Action Strategy.

### Key measures of success:

1. Installation of Air Source Heat Pump (ASHP) and Photovoltaic (PV) array following planning permission approval.

**Expected timeframe for the project delivery:** September 2026.

### Key Milestones:

Nov 25:	<ul style="list-style-type: none"> <li>• Issue report for installation approved at Resource Allocation Sub (Policy and Resources) Committee.</li> </ul>
w/c Oct 27 <sup>th</sup> 25	<ul style="list-style-type: none"> <li>• Decisions on the planning permission application, and listed building consent, deadline. However, it is likely that a request for an extension will be requested. The Gateway 5 paper will follow this decision.</li> </ul>

**Are we on track for completing the project against the expected timeframe for project delivery?** Y

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

Potential media interest following Planning Permission Application. Luke Major, Communications Officer, CoL Communications & External Affairs is aware and will be involved with any required responses to questions raised.

## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

#### 'Project Proposal' GW2 report (as approved by P&R 15/12/2022):

A GW2 paper titled 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' was approved by P&R. This paper set out the specific projects that formed the programme and would be put forward for approval through a series of subsequent separate gateway papers.

Two (ASHP and PV array) Energy Conservations Measures (ECM) identified at The Mansion House require planning permission before proceeding. This planning permission is now live, should it be approved the increased costs outlined in the Issue Report will need committee approval via a Gateway 3-5 paper.

Overall programme:

- Sept 2021: Surveys commenced,
- July 2022: Surveys completed,
- Dec 2022: GW2 approval for overall project programme,
- Jan 2023: First GW3-5 Paper for individual projects, with other GW3-5 papers submitted on an ongoing basis. Preparation of Investment Grade Proposals to support GW3-5 papers,
- Sep 2025: Planning permission for ASHP and PV array live,
- Oct 2025: Planning permission decision date,
- Sep 2026: Completion of construction.

**Issue Report GW3-4 report (subject to approval):**

- Total Estimated Cost (excluding risk): £2,058,750
- Resources to reach next Gateway (excluding risk): £0
- Spend to date: £44,097
- CRP Requested: £205,880
- CRP Drawn Down: £5,000
- Estimated Programme Dates:
  - Oct 25: Planning permission decision date,
  - Nov 25: Issue report approved.
  - Sep 26: Construction completed.
  - Sep 27: Gateway 6.

**Total anticipated on-going commitment post-delivery [£]: 0**

<b>Committees:</b> Corporate Projects Board <i>[for information]</i> Planning and Transportation Committee <i>[for decision]</i> Markets Board <i>[for information]</i> Projects and Procurement Sub Committee <i>[for information]</i>	<b>Dates:</b> 08 October 2025 21 October 2025 06 November 2025 18 November 2025
<b>Subject:</b> Pipe Subways of Holborn Viaduct and Snow Hill over Thameslink <b>Unique Project Identifier:</b> 9845	<b>Gateway 4</b> Complex  <b>Issue Report</b>
<b>Report of:</b> Executive Director of Environment Department <b>Report Author:</b> Jagdeep Bilkhu	<b>For Information</b>
<h2>PUBLIC</h2>	

<b>1. Status update</b>	<b>Project Description:</b> Refurbishment/maintenance/replacement to extend the life of existing structures and to mitigate the Corporation's risk from third party claims.  <b>RAG Status:</b> Amber (Amber at last report to Committee) <b>Risk Status:</b> Medium (Medium at last report to committee) <b>Total Estimated Cost of Project (excluding risk):</b> £2,862,000  <b>Change in Total Estimated Cost of Project (excluding risk):</b> Increase of £196,000 since last report to Committee in Oct 2019. <b>Spend to Date:</b> £305,000 <b>Costed Risk Provision Utilised:</b> Zero <b>Slippage:</b> This scheme has been delayed since 2020 giving priority to the City Corporation's major scheme of re-locating the Museum of London (MOL) to its new home in Smithfield Market. The previous focus has been on the refurbishment of structures 33/18, 33/22 and 33/23 around the market and working collaboratively with colleagues on the MOL Tunnels Lids project
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	(see plan contained in Appendix 2 showing these structure locations).												
2. Requested decisions	<p><b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Light)</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. That an additional budget of <b>£196,000</b> is approved for Gateway 4 to allow for analytical work to be carried out;</li><li>2. Note the total estimated cost of the project at <b>£2,862,000</b> (excluding risk) up from £2,666,000 reported in September 2019;</li><li>3. That a Costed Risk Provision (CRP) of <b>£135,000</b> is approved (to be drawn down via delegation to Paul Monaghan, Assistant Director Engineering).</li><li>4. That the recommended option in 5.2 is agreed.</li></ol>												
3. Budget	<p>3.1 Members are advised that City of London have applied for external funding in the sum of £196,000 to Transport for London via the bidding mechanism of the London Bridges Engineering Group (LoBEG). Limited funding is made available to all London boroughs through this bidding process for highway structures that are maintainable at public expense. Funding for carrying out structural assessments, particularly for structures that are over railway, are bus routes or strategically important highways should feature highly in the bidding process. Unfortunately, despite meeting the aforementioned criteria, LoBEG have confirmed that the City Corporation were unsuccessful on this occasion with our bid for funding.</p> <p>3.2 A Costed Risk Provision at Gateway 4 of £75,000 was agreed in September 2019. The CPR requested herein of £135,000 is inclusive of the previously agreed CPR which is still considered to be required, therefore an additional CRP of £60,000 is requested.</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Consultant Fees</td><td>Detailed modelling and assessment work.</td><td>On-Street Parking Reserve (OSPR)</td><td>40,000</td></tr><tr><td>Contractor Costs</td><td>For surveys and investigations to support detailed</td><td>OSPR</td><td>96,000</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Consultant Fees	Detailed modelling and assessment work.	On-Street Parking Reserve (OSPR)	40,000	Contractor Costs	For surveys and investigations to support detailed	OSPR	96,000
Item	Reason	Funds/ Source of Funding	Cost (£)										
Consultant Fees	Detailed modelling and assessment work.	On-Street Parking Reserve (OSPR)	40,000										
Contractor Costs	For surveys and investigations to support detailed	OSPR	96,000										

		modelling and assessment.		
	Staff Fees		OSPR	10,000
	Network Rail Basic Asset Protection Agreement	Agreement with Network Rail for access on to their land to conduct surveys and investigations.	OSPR	50,000
	<b>Total</b>			196,000
<b>Costed Risk Provision requested for this Gateway: £135,000</b> (as detailed in the Risk Register – Appendix 1)				
<b>4. Issue description</b>	<p>4.1 All the pipe subways that are the subject of this project have been found to have weak roof elements that fail for accidental wheel loading. Since the inception of the project, other remedial works to keep the pipe subways in a good state of repair have become necessary, including concrete and metal repairs, as well as undertaking waterproofing.</p> <p><b><u>Snow Hill Pipe Subway</u></b></p> <p>4.2 Following the Gateway 4 report dated Oct 2019, the project has progressed by completing a design for the pipe subways traversing over the railway and present under both the footways on Snow Hill, collectively known as structure number 33/P11 (see Appendix 2 for location plan).</p> <p>4.3 Both these pipe subways comprise a relatively simple structural form, i.e. wrought iron buckle plates forming the roof that supports the footway, which in turn are supported on steel girders that form the walls of each pipe subway. The base of the pipe subways are steel joists encased in concrete. These two pipe subways have seen some, but no major modification to them since they were constructed, circa 1860s.</p> <p><b><u>Holborn Viaduct Pipe Subways</u></b></p> <p>4.4 The pipe subways on Holborn Viaduct do not have a fully completed design, unlike Snow Hill Pipe Subway.</p> <p>4.5 These pipe subways traverse also the railway and support the footways on Holborn Viaduct and are known independently as structure numbers 33/P12 and 33/P13</p>			

	<p>in the north and south footways respectively. They are more complex in their structural form than those on Snow Hill.</p> <p>4.6 They contain a higher number of utilities, which are supported in a more complicated manner inside the subways, some of which are hung on a steel gantry that is suspended from the roof of the subways. The roof itself has been modified over the years and comprises not one, but several different structural elements that form the deck as well as the side walls of the pipe subways.</p> <p>4.7 The primary deck elements are 3no.wrought iron girders. The two outer girders are supported upon lattice girders. The base slabs are beams encased in concrete. The portion of these subways over the railway could be described as a miscellany of different elements. There are also further beams that support a skin of masonry on the outer face (on the railway side). It is not clear why this detail was constructed. There are also further beams on both the north and south side that support the footway just adjacent to the 3no. wrought iron girders that form the roof of the subways. All of these elements in some way provide support or share load from the highway, mainly the footway.</p> <p>4.8 In progressing the design of these two pipe subways, the consultant has identified possible reserve capacity from interconnected elements that may potentially have a load sharing effect.</p> <p>4.9 It is proposed to use 3-D computer modelling software to structurally analyse the form of the subway in a holistic manner rather than rely on the assessment of individual elements in the way that has been done previously. This has the advantage of understanding how interconnected elements share load between each other based on various loading scenarios. Ultimately, this could result in elements that were previously deemed to fail, actually having more capacity than previous calculated. Consequently, the option for remediation could change to refurbishment or strengthening rather than replacement of specific elements.</p> <p>4.10 The above would also allow the capture of the existing condition, which could have deteriorated, into the assessment.</p>
<b>5. Options</b>	<p>5.1 Continue to finalise the design for the Holborn Viaduct subways without further modelling and assessment, basing the design on limited information for some elements. This could mean more elements may need strengthening or replacement when exposed during the</p>



	<p>construction stage. This approach could impact the programme and increase risk to the works over the railway by adding more complexity to the construction works.</p> <p>5.2 Undertake further assessment that would help understand the capacity of elements for which no such information is available. Help reduce the possibility of having to strengthening or replace some elements, and in doing so potentially de-risk the project by needing to manage more complicated works over the railway. This is the recommended option.</p>
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## **Appendices**

<b>Appendix 1</b>	Risk Register
<b>Appendix 2</b>	Plan showing location of structures over railway corridor

## **Contact**

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**City of London: Projects Procedure Corporate Risks Register**

Project name: Pipe Subways of Holborn Viaduct and Snow Hill over Thameslink

Unique project identifier: 9845

Total estimated cost £0

Corporate Risk Matrix score table

PM's overall risk rating	Medium		Minor impact	Serious impact	Major impact	Extreme impact
Avg risk pre-mitigation	9.9	Likely	4	8	16	32
Avg risk post-mitigation	4.9	Possible	3	6	12	24
Red risks (open)	5	Unlikely	2	4	8	16
Amber risks (open)	10	Rare	1	2	4	8
Green risks (open)	4					

Costed risks identified (All)	£10,985,000.00	0%	Costed risk as % of total estimated cost of project
Costed risk pre-mitigation (open)	£10,985,000.00	0%	" "
Costed risk post-mitigation (open)	£135,000.00	0%	" "
Costed Risk Provision requested	£135,000.00	0%	CRP as % of total estimated cost of project

- (1) Service Delivery/ Performance
- (2) Financial
- (3) Reputation
- (4) Legal/ Statutory
- (5) Safety/ Health
- (6) Objectives

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
6	11.0	£950,000.00	1	5	0
6	10.2	£6,260,000.00	2	3	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
5	7.8	£3,450,000.00	1	1	3
2	11.0	£325,000.00	1	1	0

Issues (open)	0
All Issues	0

Open Issues	Extreme	Major	Serious	Minor
	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion)	£0.00
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Total CRP used to date	£0.00
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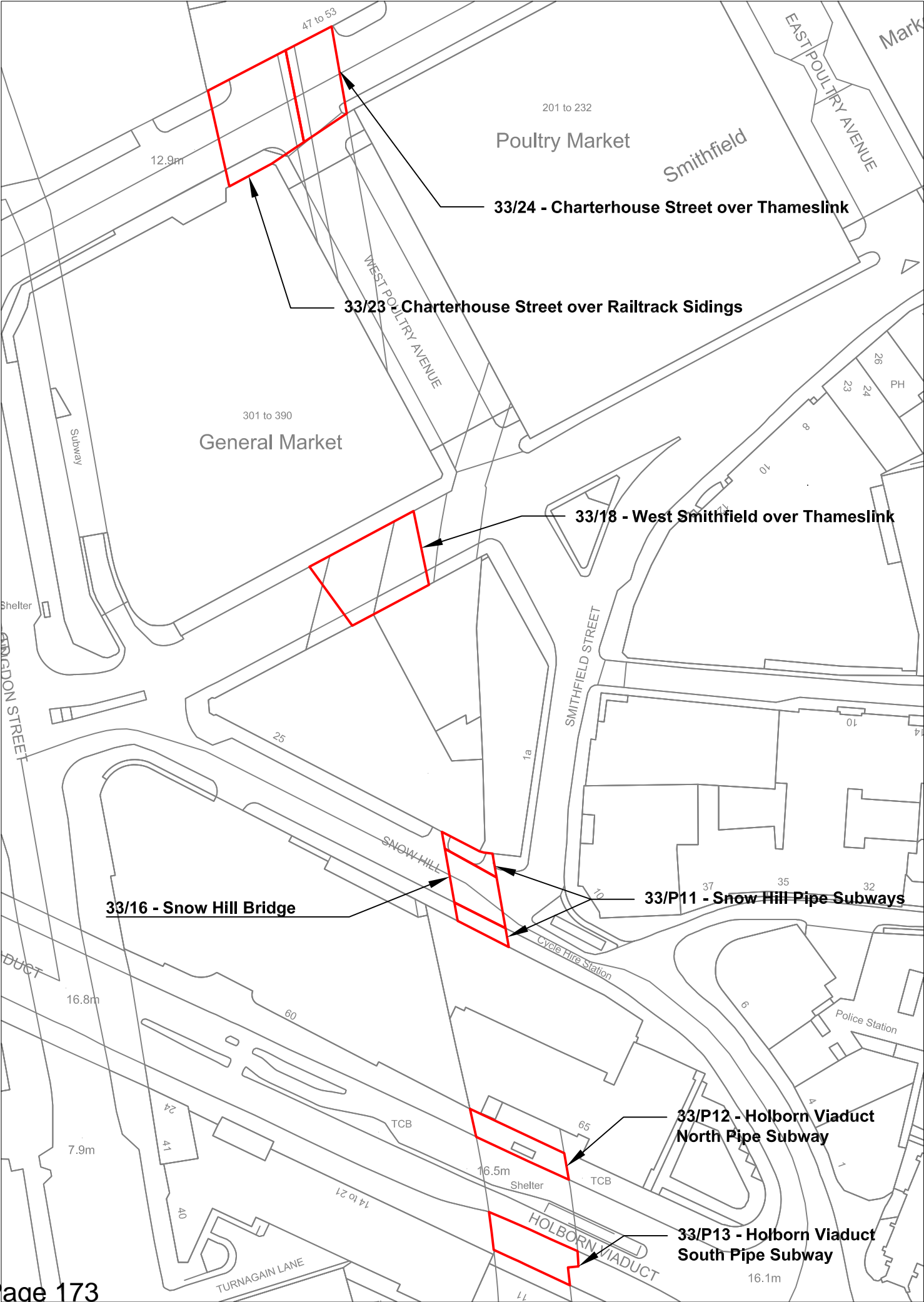
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City of London: Projects Procedure Corporate Risks Register

Project Name: <div>Pipe Subways of Holborn Viaduct and Snow Hill over</div>			PM's overall risk rating: <div>Medium</div>			CRP requested this gateway		£ 135,000		Average unmitigated risk		9.9		Open Risks		19						
Unique project identifier: <div>9845</div>			Total estimated cost:			£ -		Total CRP used to date		£ -		Average mitigated risk score		4.9		Closed Risks		0				
General risk classification											Mitigation actions						Ownership & Action					
Risk ID	Gate way	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)	
R1	5	(2) Financial	The removal of surfacing, setts and kerbs on the bridges could dislodge loose materials on the structure soffit	Debris could fall onto the railway	Possible	Extreme	24	£2,000,000.00	N	D – Very Uncomfortable	Removal of surfacing, setts and kerbs on the bridges to be undertaken during possession of the railway	£0.00	Possible	Serious	£0.00	6	15/03/19	Paul Monaghan	Principal Contractor			
R2	4	(5) Safety/ Health	Trial pit investigations in the carriageway could dislodge loose material on the structure soffit	Debris could fall onto the railway	Possible	Extreme	24	£2,000,000.00	N	D – Very Uncomfortable	Trial pit investigations to be undertaken during railway possession.	£0.00	Possible	Minor	£0.00	3	15/03/19	Paul Monaghan	Principal Contractor			
R3	4	(2) Financial	Damage to STATS	Investigations and works impact on STATS	Possible	Serious	6	£1,000,000.00	N	C – Uncomfortable	Identify and locate STATS. Provide full details to all parties.	£0.00	Unlikely	Serious	£0.00	4	15/03/19	Paul Monaghan	Principal Contractor			
R4	5	(2) Financial	Removal of loose and cracked materials to underside of structure	Damage to railway assets	Unlikely	Extreme	16	£2,000,000.00	N	D – Very Uncomfortable	Works to be undertaken during railway possession. OLE, cables and ducts, tracks and equipment to be protected.	£0.00	Rare	Extreme	£0.00	8	15/03/19	Paul Monaghan	Principal Contractor			
R5	5	(5) Safety/ Health	Working at height	Scaffold falling on to railway	Unlikely	Serious	4	£500,000.00	N	C – Uncomfortable	Scaffold to be erected on firm ground by trained and certified staff (PASMA etc)	£0.00	Rare	Serious	£0.00	2	15/03/19	Paul Monaghan	Principal Contractor			
R6	5	(5) Safety/ Health	Working at height	Tools and equipment falling on to railway	Possible	Minor	3	£500,000.00	N	C – Uncomfortable	Suitable edge protection to be provided on scaffold. Tools to be "tied on".	£0.00	Rare	Minor	£0.00	1	15/03/19	Paul Monaghan	Principal Contractor			
R7	5	(5) Safety/ Health	Storage of plant and materials for the works	Interface with railway	Rare	Serious	2	£250,000.00	N	B – Fairly Confident	Plant and materials to be stored securely when not in use in areas designated by Network rail	£0.00	Rare	Minor	£0.00	1	15/03/19	Paul Monaghan	Principal Contractor			
R8	4	(1) Service Delivery/ Performance	Network Rail approval of design details	Delays to programme.	Likely	Serious	8	£100,000.00	N	B – Fairly Confident	Provide & update schedule of issue dates to Network Rail.	£0.00	Likely	Minor	£0.00	4	15/03/19	Paul Monaghan	Principal Contractor			
R9	5	(2) Financial	STATS protection & support during the works	Damage to STATS	Possible	Serious	6	£1,000,000.00	N	C – Uncomfortable	Advance consultation with relevant STATS to agree methodology	£0.00	Unlikely	Minor	£0.00	2	15/03/19	Paul Monaghan	Principal Contractor / Pricipal Designer			
R10	4	(5) Safety/ Health	Lead paint and hazardous materials	Risk to health	Possible	Serious	6	£200,000.00	N	B – Fairly Confident	Undertake surveys in advance of works to help identify materials hazardous to health - tar, lead, chromium etc.	£0.00	Rare	Minor	£0.00	1	15/03/19	Paul Monaghan	City of London			
R11	5	(6) Objectives	Changes in highway and footway vertical alignment	Clashes with access to adjacent properties and "tie ins"	Likely	Major	16	£250,000.00	N	C – Uncomfortable	Use detail surveys to check impacts.	£0.00	Likely	Serious	£0.00	8	15/03/19	Paul Monaghan	City of London			
R12	5	(2) Financial	Repairs extensive	Repairs are more extensive than anticipated	Possible	Serious	6	£250,000.00	N	C – Uncomfortable	Use inspection results to estimaterepairs required and include for provisional items.	£0.00	Possible	Serious	£0.00	6	15/03/19	Paul Monaghan	City of London			
R13	5	(1) Service Delivery/ Performance	Railway possessions	Availability	Likely	Major	16	£200,000.00	N	C – Uncomfortable	Confirm in advance with Network Rail availability of possessions to undertake the works.	£0.00	Possible	Serious	£0.00	6	15/03/19	Paul Monaghan	City of London			
R14	5	(1) Service Delivery/ Performance	Road space	Availability	Possible	Major	12	£100,000.00	N	C – Uncomfortable	Confirm in advance availability with Network Management & traffic management required.	£0.00	Unlikely	Serious	£0.00	4	15/03/19	Paul Monaghan	City of London			
R15	5	(1) Service Delivery/ Performance	Contractor and resources	Experienced contractor and resources not available	Possible	Serious	6	£250,000.00	N	C – Uncomfortable	Advertise / source Contractors in advance	£0.00	Unlikely	Serious	£0.00	4	15/03/19	Paul Monaghan	City of London			
R16	4	(6) Objectives	Changes in design scope or increases in coordination with other projects.	Increases in our suppliers' costs, e.g. consultants fees.	Possible	Serious	6	£75,000.00	Y	B – Fairly Confident	Close scrutiny of all tasks provided by suppliers.	£75,000.00	Likely	Minor	£75,000.00	4	15/07/19	Paul Monaghan	City of London			
R17	4	(1) Service Delivery/ Performance	Diversion of utilities on top of the pipe subways where they should be inside the subway or where they were completely unexpected, specifically plant owned by Colt which is known to be fibre-optic cables.	Significant rise in cost and affect on programme.	Possible	Major	12	£250,000.00	N	B – Fairly Confident	Continue negotiations with all utilities to determine exactly what plant/apparatus is over the pipe subways and who owns it. Determine what diversion work can be undertaken and why this plant is not in the subway.	£250,000.00	Possible	Major	£0.00	12	02/09/19	Paul Monaghan	City of London		If an agreement cannot be reached with utilities companies for them to bear the cost of diverting plant atop the pipe subways, then this broad estimate will be required.	
R18	4	(1) Service Delivery/ Performance	The Cost of Aaccess on to Netwrok Rail land is much higher for the investigations and surveys for the additional assessment as described in the Issue report dated Oct 2025 cost more	All access on to Network Rail land requires a Basic Asset Protection Agreement (BAPA) with Network Rail. At this moment in time, the cost of the BAPA is an estimate based on previous experience working with and on Network Rail land.	Possible	Major	12	£50,000.00	Y	B – Fairly Confident	It is not possible to mitigate this risk cost in advance.	£0.00	Possible	Major	£50,000.00	12	17/10/25	Paul Monaghan	City of London			
R19	4	(2) Financial	Staff costs are actually higher than estimated.	Managing the additional assesment and investigations takes a lot more time resource.	Possible	Minor	3	£10,000.00	Y	B – Fairly Confident		£0.00			£10,000.00							
R20								£0.00				£0.00			£0.00							
R21								£0.00				£0.00			£0.00							
R22								£0.00				£0.00			£0.00							
R23								£0.00				£0.00			£0.00							

R24									£0.00				£0.00			£0.00						
R25									£0.00				£0.00			£0.00						
R26									£0.00				£0.00			£0.00						
R27									£0.00				£0.00			£0.00						
R28									£0.00				£0.00			£0.00						
R29									£0.00				£0.00			£0.00						
R30									£0.00				£0.00			£0.00						
R31									£0.00				£0.00			£0.00						
R32									£0.00				£0.00			£0.00						
R33									£0.00				£0.00			£0.00						
R34									£0.00				£0.00			£0.00						
R35									£0.00				£0.00			£0.00						
R36									£0.00				£0.00			£0.00						
R37									£0.00				£0.00			£0.00						
R38									£0.00				£0.00			£0.00						
R39									£0.00				£0.00			£0.00						
R40									£0.00				£0.00			£0.00						
R41									£0.00				£0.00			£0.00						
R42									£0.00				£0.00			£0.00						
R43									£0.00				£0.00			£0.00						
R44									£0.00				£0.00			£0.00						
R45									£0.00				£0.00			£0.00						
R46									£0.00				£0.00			£0.00						
R47									£0.00				£0.00			£0.00						
R48									£0.00				£0.00			£0.00						
R49									£0.00				£0.00			£0.00						
R50									£0.00				£0.00			£0.00						
R51									£0.00				£0.00			£0.00						
R52									£0.00				£0.00			£0.00						
R53									£0.00				£0.00			£0.00						
R54									£0.00				£0.00			£0.00						
R55									£0.00				£0.00			£0.00						
R56									£0.00				£0.00			£0.00						
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R58									£0.00				£0.00			£0.00						
R59									£0.00				£0.00			£0.00						
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R66									£0.00				£0.00			£0.00						
R67									£0.00				£0.00			£0.00						
R68									£0.00				£0.00			£0.00						
R69									£0.00				£0.00			£0.00						
R70									£0.00				£0.00			£0.00						
R71									£0.00				£0.00			£0.00						
R72									£0.00				£0.00			£0.00						
R73									£0.00				£0.00			£0.00						
R74									£0.00				£0.00			£0.00						
R75									£0.00				£0.00			£0.00						
R76									£0.00				£0.00			£0.00						
R77									£0.00				£0.00			£0.00						
R78									£0.00				£0.00			£0.00						
R79									£0.00				£0.00			£0.00						
R80									£0.00				£0.00			£0.00						
R81									£0.00				£0.00			£0.00						
R82									£0.00				£0.00			£0.00						
R83									£0.00				£0.00			£0.00						
R84									£0.00				£0.00			£0.00						
R85									£0.00				£0.00			£0.00						
R86									£0.00				£0.00			£0.00						
R87									£0.00				£0.00			£0.00						
R88									£0.00				£0.00			£0.00						
R89									£0.00				£0.00			£0.00						
R90									£0.00				£0.00			£0.00						
R91									£0.00				£0.00			£0.00						
R92									£0.00				£0.00			£0.00						
R93									£0.00				£0.00			£0.00						
R94									£0.00				£0.00			£0.00						
R95									£0.00				£0.00			£0.00						
R96									£0.00				£0.00			£0.00						
R97									£0.00				£0.00			£0.00						
R98									£0.00				£0.00			£0.00						
R99									£0.00				£0.00			£0.00						
R100									£0.00				£0.00			£0.00						

Appendix 2 - Plan showing extent and location of structures



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<b>Committees:</b> Corporate Projects Board [ <i>for information</i> ] Housing Management & Almshouses Sub Committee [ <i>for decision</i> ] Projects and Procurements Sub [ <i>for information</i> ]	<b>Dates:</b> 10 September 2025 21 October 2025 18 November 2025
<b>Subject:</b> Decent Homes Call-backs 2020-22  <b>Unique Project Identifier:</b> <b>12074</b>	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing, Asset Programme Manager	<b>For Information</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> A contractor, Abbott Property Solutions Ltd, were appointed on a fixed budget, 3-year term contract, comprised of an agreed schedule of rates, to supply and install replacement kitchen, bathroom and WC facilities on an ad hoc basis to City of London tenanted properties to bring them up to the Decent Homes standard.  <b>RAG Status:</b> Green (Green at last report to Committee) <b>Risk Status:</b> Low (Low at last report to committee) <b>Costed Risk Provision Utilised: £0</b> (of which X amount was drawn down at the last report to Committee); <b>Final Outturn Cost: £476,572.67</b>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.

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<b>3. Key conclusions</b>	<p>The project was successfully delivered with kitchens to 41 properties and bathroom/WC facilities to 33 properties being brought up to the Decent Homes standard across the contract period.</p> <p>A sum of £58,427.33 of the allocated project budget remained unspent at the close of the contract.</p>
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## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	<p>The project design, repeating that of the previously successful Decent Homes projects again worked well. Tightly defined 'all-inclusive' specifications were drawn up setting a maximum upper price limit on all components that could be scaled down on instruction but not exceeded. This was a large factor in the successful delivery of the project and a significant aid to overall cost control and is a recommended approach for future projects of this nature.</p>
<b>5. Options appraisal</b>	<p>The selected option to procure a contractor to deliver the works as required on an ad hoc basis via open tender successfully delivered the projects objectives. This was repeated from the two preceding Call-backs projects where project objectives were also successfully delivered. No changes were required during project delivery.</p>
<b>6. Procurement route</b>	<p>The works contract was successfully procured via open tender. The tender generated an appropriate and manageable number of competitively priced bids for evaluation. This procurement route can be recommended for future projects of this nature.</p> <p>Procurement reference: itt_COL_17964</p>
<b>7. Skills base</b>	<p>The City of London project team had the required skills and experience to deliver the project. All aspects of project management for this project were handled internally.</p>
<b>8. Stakeholders</b>	<p>As the majority of works under this contract were carried out to properties as they fell void between tenancies, the extent of external stakeholder engagement required to successfully develop and deliver this project was minimal.</p>

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## Variation Review

<b>9. Assessment of project against key milestones</b>	<p>The project progressed as expected throughout the design period with a main works contractor appointed as anticipated at Gateway 5.</p> <p>During the delivery phase, the fixed term contract ran as expected throughout its duration without variation.</p>
<b>10. Assessment of project against Scope</b>	The scope of the project remained unchanged throughout both the design period and project delivery.
<b>11. Risks and issues</b>	<p>This project is a repeat of a previously successful Decent Homes Call-backs contract which was procured and delivered in the same way. As such, the project proceeded as planned with no significant risks realised. This is largely attributable to the successful application of lessons learnt from previous Decent Homes projects which were incorporated into the project design, specification and procurement which greatly aided the management of the resultant contract.</p> <p>Costed Risk Provision was not applicable to this project.</p>
<b>12. Transition to BAU</b>	The new installations have a defect liability period of 12 months commencing from the date of practical completion. At the close of this period, the ongoing maintenance of these new installations will transfer to the general Repairs & Maintenance contract.

## Value Review

13. Budget

<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £535,000 Estimated cost (excluding risk): £535,000
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Staff Costs</i>	£35,000	£12,940.70
<i>Works</i>	£500,000	£463,631.97
<b><i>Total</i></b>	<b>£535,000</b>	<b>£476,572.67</b>

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	<p>There is a total underspend on the approved Gateway 5 budget of £58,427.33.</p> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p>
<b>14. Investment</b>	N/A
<b>15. Assessment of project against SMART objectives</b>	<p>The project was successfully delivered with kitchens to 41 properties and bathroom/WC facilities to 33 properties being brought up to the Decent Homes standard across the contract period.</p> <p>A term contractor was successful appointed bringing cost assurance through the contract duration and ensuring market tested value for money.</p>
<b>16. Key benefits realised</b>	<ol style="list-style-type: none"> <li>1. Improved and modernised facilities for qualifying properties were completed.</li> <li>2. The value of the City's Housing assets was maintained.</li> <li>3. Compliance with statutory measures.</li> <li>4. Newly installed kitchens have expected lifespans of 20 years.</li> <li>5. Newly installed bathrooms have expected lifespans of 30 years.</li> </ol>

### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<ol style="list-style-type: none"> <li>1. The Call-backs contract remains a vital resource in ensuring the timely upgrading of key components to previously hard to access properties as they fall void between other large scale Decent Homes programmes allowing the costs to be capitalised.</li> <li>2. The fixed term schedule of rates contract allowed accurate financial monitoring and a high degree of cost certainty.</li> <li>3. The flexibility of the contract allowed works to proceed as required at fixed rates over a pre-defined period of time rather than subject to multiple procurements.</li> <li>4. The contractor, Abbott Property Solutions Ltd, performed well over the period of the contract and can be recommended for future works of this nature.</li> </ol>
<b>18. Improvement reflections</b>	<ol style="list-style-type: none"> <li>1. As a recurring term contract, some consideration could perhaps be given at Corporate level as to whether such</li> </ol>

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	repeat pieces of work should be treated as Business as Usual and not required to go through the project development cycle as each term contract nears expiry. In project management terms a repeat piece of work cannot by definition be a project.
<b>19. Sharing best practice</b>	1. Dissemination of key information through team and project staff briefings. A standard approach to Decent Homes work has been adopted by the Property Services team reflecting industry best practice. 2. Lessons learned have been logged and recorded on departmental SharePoint.
<b>20. AOB</b>	N/A

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	
<b>Appendix 3</b>	

### **Contact**

<b>Report Author</b>	David Downing
<b>Email Address</b>	David.Downing@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 1645

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# Project Coversheet

## [1] Ownership & Status

**UPI:** 12074

**Core Project Name:** Decent Homes Call-backs 2020-22

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Steve Spooner

**Definition of need:** A appoint a contractor on a fixed budget, 3-year term contract, comprised of an agreed schedule of rates, to supply and install replacement kitchen, bathroom and WC facilities on an ad hoc basis to City of London tenanted properties to bring them up to the Decent Homes standard.

**Key measures of success:**

1. Improved and modernised facilities for qualifying properties were completed.
2. The value of the City's Housing assets was maintained.
3. Compliance with statutory measures

**Expected timeframe for the project delivery:** 2020-2022

**Key Milestones:** Project Complete

**Are we on track for completing the project against the expected timeframe for project delivery?** Yes

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

N/A

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Project complete without material price, scope or design changes.

**'Project Briefing' G1 report (as approved by Chief Officer 30/04/19):**

- Total Estimated Cost (excluding risk): £550,000
- Costed Risk Against the Project: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

**'Project Proposal' G2 report (as approved by PSC 19/07/19):**

- Total Estimated Cost (excluding risk): £535,000
- Resources to reach next Gateway (excluding risk): £5,000
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

**'Options Appraisal and Design' G3-4 report (as approved by PSC 19/07/19):**

- Total Estimated Cost (excluding risk): £535,000
- Resources to reach next Gateway (excluding risk): £5,000
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0

- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

**‘Authority to start Work’ G5 report (as approved by Chief Officer 20/01/20):**

- Total Estimated Cost (excluding risk): £535,000
- Resources to reach next Gateway (excluding risk): £530,000
- Spend to date: £3,130.08
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

**Total anticipated on-going commitment post-delivery [£]: N/A**

**Programme Affiliation [£]: N/A**



<b>Committees:</b> Corporate Projects Board [ <i>for information</i> ] Housing Management & Almshouses Sub Committee [ <i>for decision</i> ] Projects and Procurements Sub [ <i>for information</i> ]	<b>Dates:</b> 10 September 2025 21 October 2025 18 November 2025
<b>Subject:</b> Renewal of Flat Roof Coverings at Petticoat Square, Middlesex Street  <b>Unique Project Identifier:</b> 12200	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing, Asset Programme Manager	<b>For Information</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<p><b>Project Description:</b> Following the completion of detailed condition surveys, the main roof coverings to the low-level residential block at Petticoat Square on the Middlesex Street Estate were identified as having reached the end of their useful life and required replacement to prevent water ingress and subsequent internal damage and loss. At Gateway 5, the contractor M H Goldsmith were appointed to carry out the work.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to committee)</p> <p><b>Costed Risk Provision Utilised: £0</b> (of which X amount was drawn down at the last report to Committee);</p> <p><b>Final Outturn Cost: £418,360.75</b></p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <p>1. To note the content of this report,</p>

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	<p>2. To note the lessons learnt,</p> <p>3. To authorise closure of this project.</p>
<b>3. Key conclusions</b>	<p>The project was successfully delivered with the replacement flat roof eliminating water ingress and providing new, modern and efficient roof coverings warrantied for a period of 20 years</p> <p>The final outturn costs underspent the allocated Gateway 5 project budget by a sum of £25,312.25.</p>

## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	The project design worked well and has formed the basis for roof replacements subsequently carried out at other City housing blocks.
<b>5. Options appraisal</b>	The selected option to procure a contractor to deliver the works as required worked well.
<b>6. Procurement route</b>	<p>The works contract was successfully procured via open tender. The tender generated an appropriate and manageable number of competitively priced bids for evaluation. This procurement route can be recommended for future projects of this nature.</p> <p>Procurement reference: itt_COL_12202</p>
<b>7. Skills base</b>	The City of London project team had the required skills and experience to deliver the project. All aspects of project management for this project were handled internally.
<b>8. Stakeholders</b>	Due to the nature of the works carried out which entailed minimal disruption for residents, the extent of external stakeholder engagement required to successfully develop and deliver this project was low beyond the statutory Section 20 consultation.

### **Variation Review**

<b>9. Assessment of project</b>	The project progressed as expected throughout the design period with a main works contractor appointed as anticipated at Gateway
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<b>against key milestones</b>	5. During the delivery phase, the contract ran as expected throughout its duration without variation.
<b>10. Assessment of project against Scope</b>	The scope of the project remained unchanged throughout both the design period and project delivery.
<b>11. Risks and issues</b>	<p>This low-risk project proceeded as planned with no significant risks realised during the delivery phase following the appointment of the selected contractor.</p> <p>Costed Risk Provision was not applicable to this project.</p>
<b>12. Transition to BAU</b>	The new installations have a defect liability period of 12 months commencing from the date of practical completion with a comprehensive 20-year insurance backed warranty. The ongoing management of the new roofs has been handed over to the Housing Repairs & Maintenance team.

### Value Review

13. Budget	<table><tr><td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost (including risk): £425,500 Estimated cost (excluding risk): £425,500</td></tr></table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £425,500 Estimated cost (excluding risk): £425,500													
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £425,500 Estimated cost (excluding risk): £425,500															
	<table><tr><td></td><td><i>At Authority to Start work (G5)</i></td><td><i>Final Outturn Cost</i></td></tr><tr><td><i>Staff Costs</i></td><td>£5,000.00</td><td>£0.00</td></tr><tr><td><i>Fees Costs</i></td><td>£1,500.00</td><td>£1,478.00</td></tr><tr><td><i>Works</i></td><td>£432,173.00</td><td>£416,882.75</td></tr><tr><td><b><i>Total</i></b></td><td><b>£443,673.00</b></td><td><b>£418,360.75</b></td></tr></table>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Staff Costs</i>	£5,000.00	£0.00	<i>Fees Costs</i>	£1,500.00	£1,478.00	<i>Works</i>	£432,173.00	£416,882.75	<b><i>Total</i></b>	<b>£443,673.00</b>	<b>£418,360.75</b>
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>														
	<i>Staff Costs</i>	£5,000.00	£0.00														
<i>Fees Costs</i>	£1,500.00	£1,478.00															
<i>Works</i>	£432,173.00	£416,882.75															
<b><i>Total</i></b>	<b>£443,673.00</b>	<b>£418,360.75</b>															
There is a total underspend on the approved Gateway 5 budget of £25,312.25.																	
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.																	
14. Investment	N/A																

<b>15. Assessment of project against SMART objectives</b>	<p>The project successfully replaced the identified main flat roof areas to flat blocks that make up Petticoat Square.</p> <p>The successful completion of the works has eliminated all roof leaks and has provided a new, modern and efficient roof coverings warrantied for a period of 20 years.</p> <p>In replacing the defective roof, the City has ensured that its housing stock continues to meet the Decent Homes Standard and its statutory obligations to tenants and leaseholders are met.</p>
<b>16. Key benefits realised</b>	<ol style="list-style-type: none"> <li>1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.</li> <li>2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.</li> <li>3. The value of the City's Housing assets was maintained.</li> <li>4. Compliance with statutory measures.</li> </ol>

### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<ol style="list-style-type: none"> <li>1. This straightforward project was delivered without issue and successfully achieved all its objectives with an underspend of £25,312.25 against the Gateway 5 budget.</li> <li>2. The contractor, M H Goldsmith &amp; Sons, performed well over the period of the contract and can be recommended for future works of this nature.</li> </ol>
<b>18. Improvement reflections</b>	<ol style="list-style-type: none"> <li>1. The works were directly managed by a former Assistant Director of Housing who has now left the City. Only a limited consideration of lessons learned has been possible due to the limited documentation made available; this in itself should be taken as a lesson learned to ensure key documentation is secure when project staff leave the City.</li> </ol>
<b>19. Sharing best practice</b>	<ol style="list-style-type: none"> <li>1. Dissemination of key information through team and project staff briefings.</li> <li>2. Lessons learned have been logged and recorded on departmental SharePoint.</li> </ol>
<b>20. AOB</b>	N/A

### **Appendices**

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<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	
<b>Appendix 3</b>	

### **Contact**

<b>Report Author</b>	David Downing
<b>Email Address</b>	David.Downing@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 1645

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# Project Coversheet

## [1] Ownership & Status

**UPI:** 12200

**Core Project Name:** Renewal of Roof Coverings at Petticoat Square, Middlesex Street

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Paul Murtagh

**Definition of need:** Following the completion of detailed condition surveys, the main roof coverings at Petticoat Square on the Middlesex Street Estate were identified as needing urgent replacement to prevent further water ingress and subsequent internal damage and loss.

**Key measures of success:**

1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.
2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.
3. The value of the City's Housing assets was maintained.
4. Compliance with statutory measures.

**Expected timeframe for the project delivery:** June 2020 – October 2021

**Key Milestones:** Project Complete

**Are we on track for completing the project against the expected timeframe for project delivery?** Yes

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

N/A

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Project complete without material price, scope or design changes.

**'Project Briefing' G1 report (as approved by Chief Officer 19/11/19):**

- Total Estimated Cost (excluding risk): £425,500
- Costed Risk Against the Project: £0
- Estimated Programme Dates: 2020-2021

*Scope/Design Change and Impact: None*

**'Project Proposal' G2 report (as approved by PSC 19/11/19):**

- Total Estimated Cost (excluding risk): £425,500
- Resources to reach next Gateway (excluding risk): £12,500
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2021

*Scope/Design Change and Impact: None*

**'Options Appraisal and Design' G3-4 report (as approved by PSC 19/11/19):**

- Total Estimated Cost (excluding risk): £425,000
- Resources to reach next Gateway (excluding risk): £12,500

- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-21

*Scope/Design Change and Impact: None*

**‘Authority to start Work’ G5 report (as approved by Chief Officer 06/20):**

- Total Estimated Cost (excluding risk): £443,673
- Resources to reach next Gateway (excluding risk): £431,173
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-21

*Scope/Design Change and Impact: None*

**Total anticipated on-going commitment post-delivery [£]: N/A**

**Programme Affiliation [£]: N/A**



<b>Committees:</b> Corporate Projects Board [ <i>for information</i> ] Housing Management & Almshouses Sub Committee [ <i>for decision</i> ] Projects and Procurements Sub [ <i>for information</i> ]	<b>Dates:</b> 10 September 2025 21 October 2025 18 November 2025
<b>Subject:</b> Renewal of Roof Coverings at Dron House, Tower Hamlets  <b>Unique Project Identifier:</b> 12051	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing, Asset Programme Manager	<b>For Information</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> Following the completion of detailed condition surveys, the main roof coverings at Dron House, Tower Hamlets, were identified as needing urgent replacement to prevent further water ingress and subsequent internal damage and loss. At Gateway 5, the contractor M H Goldsmith were appointed to carry out the work.  <b>RAG Status:</b> Green (Green at last report to Committee) <b>Risk Status:</b> Low (Low at last report to committee) <b>Costed Risk Provision Utilised: £0</b> (of which X amount was drawn down at the last report to Committee); <b>Final Outturn Cost: £399,984.00</b>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.

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<b>3. Key conclusions</b>	<p>The project was successfully delivered with the replacement flat roof eliminating water ingress and providing new, modern and efficient roof coverings warranted for a period of 20 years</p> <p>The final outturn costs exceeded the allocated Gateway 5 project budget by a sum of £1,034.</p>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	The project design worked well and has formed the basis for roof replacements subsequently carried out at other City housing blocks.
<b>5. Options appraisal</b>	The selected option to procure a contractor to deliver the works as required worked well.
<b>6. Procurement route</b>	<p>The works contract was successfully procured via open tender. The tender generated an appropriate and manageable number of competitively priced bids for evaluation. This procurement route can be recommended for future projects of this nature.</p> <p>Procurement reference: itt_COL_10171</p>
<b>7. Skills base</b>	The City of London project team had the required skills and experience to deliver the project. All aspects of project management for this project were handled internally.
<b>8. Stakeholders</b>	Due to the nature of the works carried out which entailed minimal disruption for residents, the extent of external stakeholder engagement required to successfully develop and deliver this project was low beyond the statutory Section 20 consultation.

### **Variation Review**

<b>9. Assessment of project against key milestones</b>	The project progressed as expected throughout the design period with a main works contractor appointed as anticipated at Gateway 5. During the delivery phase, the contract ran as expected throughout its duration without variation.
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<b>10. Assessment of project against Scope</b>	The scope of the project remained unchanged throughout both the design period and project delivery.
<b>11. Risks and issues</b>	<p>This low-risk project proceeded as planned with no significant risks realised during the delivery phase following the appointment of the selected contractor.</p> <p>Costed Risk Provision was not applicable to this project.</p>
<b>12. Transition to BAU</b>	The new installations have a defect liability period of 12 months commencing from the date of practical completion with a comprehensive 20-year insurance backed warranty. The ongoing management of the new roofs has been handed over to the Housing Repairs & Maintenance team.

### Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (including risk): £385,500 Estimated cost (excluding risk): £385,500
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Staff Costs</i>	£5,000	£0
	<i>Works</i>	£393,950	£399,984
	<b>Total</b>	<b>£398,950</b>	<b>£399,984</b>
	<p>There is a total overspend on the approved Gateway 5 budget of £1,034.</p> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p>		
14. Investment	N/A		
15. Assessment of project against SMART objectives	<p>The project successfully replaced the identified main flat roof areas to flat blocks that make up Dron House Estate.</p> <p>The successful completion of the works has eliminated all roof leaks and has provided a new, modern and efficient roof coverings warrantied for a period of 20 years.</p>		

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	In replacing the defective roof, the City has ensured that its housing stock continues to meet the Decent Homes Standard and its statutory obligations to tenants and leaseholders are met.
<b>16. Key benefits realised</b>	<ol style="list-style-type: none"> <li>1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.</li> <li>2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.</li> <li>3. The value of the City's Housing assets was maintained.</li> <li>4. Compliance with statutory measures.</li> </ol>

### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<ol style="list-style-type: none"> <li>1. This straightforward project was delivered without issue and successfully achieved all its objectives with only a minimal overspend (£1,034) reported.</li> <li>2. The contractor, M H Goldsmith &amp; Sons, performed well over the period of the contract and can be recommended for future works of this nature.</li> </ol>
<b>18. Improvement reflections</b>	<ol style="list-style-type: none"> <li>1. The works were directly managed by a former Assistant Director of Housing who has now left the City. Only a limited consideration of lessons learned has been possible due to the limited documentation made available; this in itself should be taken as a lesson learned to ensure key documentation is secure when project staff leave the City.</li> </ol>
<b>19. Sharing best practice</b>	<ol style="list-style-type: none"> <li>1. Dissemination of key information through team and project staff briefings.</li> <li>2. Lessons learned have been logged and recorded on departmental SharePoint.</li> </ol>
<b>20. AOB</b>	N/A

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	
<b>Appendix 3</b>	

### **Contact**

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# Project Coversheet

## [1] Ownership & Status

**UPI:** 12051

**Core Project Name:** Renewal of Roof Coverings at Dron House, Tower Hamlets

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Paul Murtagh

**Definition of need:** Following the completion of detailed condition surveys, the main roof coverings at Dron House, Tower Hamlets, were identified as needing urgent replacement to prevent further water ingress and subsequent internal damage and loss.

**Key measures of success:**

1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.
2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.
3. The value of the City's Housing assets was maintained.
4. Compliance with statutory measures.

**Expected timeframe for the project delivery:** June 2019 – October 2019

**Key Milestones:** Project Complete

**Are we on track for completing the project against the expected timeframe for project delivery?** Yes

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

N/A

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Project complete without material price, scope or design changes.

**'Project Briefing' G1 report (as approved by Chief Officer 18/01/19):**

- Total Estimated Cost (excluding risk): £385,500
- Costed Risk Against the Project: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

**'Project Proposal' G2 report (as approved by PSC 18/01/19):**

- Total Estimated Cost (excluding risk): £385,500
- Resources to reach next Gateway (excluding risk): £12,500
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

**'Options Appraisal and Design' G3-4 report (as approved by PSC 18/01/19):**

- Total Estimated Cost (excluding risk): £385,000
- Resources to reach next Gateway (excluding risk): £12,500
- Spend to date: £0

- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

**‘Authority to start Work’ G5 report (as approved by Chief Officer 07/19):**

- Total Estimated Cost (excluding risk): £398,950
- Resources to reach next Gateway (excluding risk): £386,450
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

**Total anticipated on-going commitment post-delivery [£]: N/A**

**Programme Affiliation [£]: N/A**



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