

<b>Committee(s):</b> Housing Management and Almshouses Sub (Community and Children's Services) Committee	<b>Dated:</b> 21/10/2025
<b>Subject:</b> Housing Major Works Programme – Progress Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Greg Wade Head of Major Works Housing, DCCS Housing	

### Summary

The purpose of this report is to update Members on the progress that has been made with the Housing Major Works Programme and to advise Members on issues affecting progress on individual schemes.

### Recommendation(s)

Members are asked to note the report.

### Main Report

#### Background

1. The purpose of this report is to present progress and highlight any slippage within the projects which make up the Housing Major Works Programme to Members of the Housing Management and Almshouses Sub Committee.
2. The City of London Corporation (City Corporation) has committed to investing circa £110million on a Major Works Programme for the maintenance, refurbishment, and improvement of its social housing portfolio. This funding was originally approved by Committee for commencement in 2014/15. The works, in the main comprise:
  - Window repairs / replacements.
  - Re-roofing (including repair / replacement of rainwater goods);
  - Decent Homes (new kitchens and bathrooms);
  - Electrical rewiring and upgrades (communal landlord supply and domestic);

- Heating replacements and upgrades (communal and domestic);
  - Concrete and external fabric repairs;
  - Fire safety improvement works (fire door replacement, compartmentation works, fire-stopping, fire alarm upgrades, sprinkler installation);
  - Energy efficiency works (co-funded through Climate Action Strategy funding);
  - Estate Improvement works (minor landscaping / security / fencing / waste storage / external drainage).
3. The funding for these works, which is intended to bring all the City Corporation's social housing stock up to, and beyond, the Decent Homes Standard, comes from the Housing Revenue Account (HRA), which is ring-fenced for housing. The HRA is made up of:
- Income from rents
  - Income from our commercial portfolio
  - Income from service charges.
4. The Housing Major Works Programme was originally intended to be a 5-year programme. However, the size and complexity of certain high-profile projects (such as the Golden Lane Major Works Renewal Programme), along with persistent staff resourcing issues and the addition of unprogrammed works, has meant that delivery of the works has been re-profiled as part of a new 10-year capital programme, which will be delivered from 2025-2036.
5. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
- Gateway Process;
  - Community & Children's Services Committee (C&CS);
  - Projects and Procurement Sub Committee;
  - Housing Management & Almshouses Sub Committee;
  - Housing Programme Board.
6. The Housing Programme Board (HPB) is a cross-departmental group which meets every two months to oversee the Major Works Programme. It is chaired by the Director of Housing and comprises senior officers from:
- Housing Management;
  - Major Works Team (HRA);
  - City Surveyors;
  - Planning;
  - Finance;
  - Town Clerks;
  - City Procurement.
7. Attached at Appendix 1 to this report, for Members' consideration, are progress reports for the Housing Major Works Programme (HRA). To note, Appendix 1 only includes major projects which a) are estimated at over the £1m works value

threshold; and b) have been cleared at Gateway 2 of the Corporation's approvals process.

8. Further to the 2014/15 commitment of £110 million towards delivery of the Housing Major Works Programme, the current position is that £70 million has been spent on the successful delivery of projects and the remaining £40 million has been committed to projects either in active stages of delivery or design development.
9. The majority of these approved funds (circa £30 million) have been allocated to what was originally titled as the Golden Lane Estate Window Refurbishment (and Associated Works) projects. This has now evolved into a more holistic investment programme, covering fire safety, electrical compliance, communal redecorations and external fabric repairs over the next 10 years. A significant shortfall of circa £75m is already anticipated in terms of this dedicated programme and is currently under review by senior officers within Chamberlains.
10. Furthermore, it is clear that the current crop of pipeline projects across the social housing portfolio will require additional funding. The financial impact of the pandemic was followed by a sustained period of price inflation in the construction industry. This introduced a level of volatility to the market which was further exacerbated by Brexit and the war in Ukraine.
11. In addition to the works detailed by Savills' stock condition survey in 2018, further Compliance-related planned programmes have since been identified:
  - Fire Safety Works originating from Fire Risk Assessments (compartmentation works, fire-stopping, fire alarm upgrades)
  - Electrical Planned Maintenance Works originating from Electrical Installation Condition Reports (upgrades to communal landlord's supply, distribution boards and communal lighting)
12. These previously unidentified works have been provisionally programmed to commence in a phased approach from 2026/27, subject to confirmation of funding.
13. The requirement for additional funding has been the subject of a growth bid, which was presented to Policy and Resources Committee in July 2025.

## **Progress of note on key projects**

### **Window Replacements and External Redecorations**

Works to Holloway Estate, Sydenham Hill Estate, Windsor House and Southwark Estate have now all reached Practical Completion.

#### *William Blake Estate*

The tender for the design team services has been successfully undertaken and the statutory post tender section 20 consultations with Leaseholders has been completed.

Baily Garner LLP has been appointed to provide multidisciplinary consultant services, with the Major Works Team acting as client-side Project Manager. Baily Garner's initial duties will involve design, specification and obtaining statutory approvals for the

proposed works. Subject to further committee approvals, successful statutory consultations, tenders and planning consents, the works are expected to start by Summer 2027.

### *Golden Lane Major Works Renewal Programme*

#### **Phase 1 - Crescent House**

- Crescent House has been included as part of a Higher Risk building (HRB) registration, covering Hatfield House and Cullum Welch.
- Further to a review of the scope in early 2025, there is active consideration of additional works, including fire safety, electrical compliance, communal decorations and external fabric repairs. Subject to detailed surveys and design development, an updated cost plan has been produced and will form part of a Gateway 4 Issues report, scheduled for presentation at CCS Committee in November.
- Consequently, the two-stage tender from Summer 2024 was withdrawn and will be replaced with a single-stage tender (incorporating a Pre-Construction Services Agreement and a Main Works contract), once the revised scope has been fully incorporated and the statutory approvals process has been completed.
- The 7 original bidders were all notified of the decision to withdraw the tender and were provided with a further update in July 2025 as part of a formal Pre-Market Engagement exercise held at the GLE Community Centre (attended by 30+ contractors).
- It is anticipated that the works will be tendered in April/May 2026 and that the revised planning application will be submitted in January 2026, further to a scheduled planning consultation event in late November 2025.
- A further Leaseholder update letter is being prepared for issue in October 2025.
- A Resident Consultation event was held on 8 April for Crescent House specifically, featuring a full presentation and Q&A session with the project team

#### **Phase 2 – Wider Golden Lane Estate**

- Of the remaining blocks on the estate, Bowater, Bayer, Stanley Cohen and Basterfield are all similarly affected in terms of HRB status and have been registered with the Building Safety Regulator (BSR).
- Design work and testing is continuing for the Wider Estate blocks; initial planning applications (for roof covering replacement and window refurbishment only) were ready for submission in January 2025 but will now be staggered in line with plans for a revised scope (mirroring Crescent House) once the programme for the entire estate has been finalised.
- Window repair works (frames only) have been completed in three vacant flats (which served as temporary pilot properties) and these have now been returned to allocations. Exploratory work is continuing in one of the Bayer House maisonettes, which will be used as two-bedroom temporary accommodation whilst the contract works are being undertaken in Crescent House. Planning approval for the pilot works was successfully obtained in the summer.
- A Resident Consultation event was held on 1 May for the wider estate specifically, featuring a full presentation and Q&A session with the project team.

## ***Middlesex Street Estate Communal Heating***

The ongoing programme of heating system replacements in Petticoat Square is close to completion. There remain four refusals across the estate, which are awaiting the outcome of the tribunal that is being handled by the City's legal department. Enforcement action is currently being considered.

A provisional practical completion date of 31 October 2025 has been agreed with the contractor, although it is expected that some minor work in the plant room may still be required at that stage. This may necessitate a further extension of time until the end of November. However, the critical item will be to complete works to any outstanding homes and decommission the old/existing system before a full switch over can be actioned. Some form of limited site setup and welfare facilities will be required to support any further upgrade works.

Following the troubleshooting and diagnostics exercise, which was completed at the end of January 2025, a comprehensive report on the system by independent consultants was commissioned. The Corporation's appointed consultant Butler Young and Associates issued their technical review in May 2025. This was shared with MSERA following review by the Major Works Team, together with a summary of the outcomes of approximately 30 visits which were carried out as part of the troubleshooting exercise.

## ***Fire Door Replacement Programme (Multiple Estates)***

### ***Lot 2 (Avondale Square Estate)***

Works to the low-rise general needs' blocks are complete. Replacement of communal corridor doors within the Point Blocks remain on hold (pending resolution of an issue relating to the sprinkler installation) and is a matter of contractual discussion with United Living. The Corporation is currently considering alternative options. Replacements within Harman Close were also placed on hold temporarily, pending renewal of the fire alarm and warden call systems, which is scheduled for commencement in mid-November 2025. The fire door installation at Harman Close will now be coordinated with the fire alarm and warden call system project, with the aim of completing all works by June 2026.

### ***Lot 3 (Sumner Buildings, William Blake, Dron House, Petticoat Tower communal doors)***

Works at Dron House and William Blake Estate are complete. One flat resident in Sumner Buildings continues to deny access; this is still with City Solicitors to resolve. Works to the communal doors in Petticoat Tower are set to recommence in Spring 2026 (subject to a successful Gateway 2 Application to the Building Safety Regulator, which has now been submitted), given that the sprinkler installation contractor has now vacated site and thereby can grant access.

### ***Lot 4 (Southwark Estate, Windsor House, Isleden House, Sydenham Hill, Spitalfields)***

Reform Architects have been appointed to lead the design work for Lot 4. There will be an initial focus on Sydenham Hill, due to the Listing status and previous experience of lengthy timescales when dealing with Lewisham's Planning Authority. Works are expected to commence in early 2026. The intention is for Spitalfields to be

incorporated within separate stand-alone packages for delivery in 2027/28, encompassing fire-safety and compliance works.

## **Appendices**

Appendix 1: Housing Major Works Project Update Reports (October 2025)

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