

Project Summary

Project Name	Golden Lane Estate Major Works Renewal Programme	Reporting Date & Number	02/10/2025 (5)	Project Number	29100102/73/74	PM	NICK CONDON/BUNMI ALI
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Key Milestones	Planned Start	Actual Start	Completion	Status
Court Approval			07/12/17	Complete
Gateway 4c			13/03/23	Complete
Planning Permission - Phase 1				Complete
Procurement - Phase 1		05/07/24		Ongoing
Gateway 5 - Phase 1	TBC			Pending
Building works - Phase 1	TBC			Pending
Planning Permission - Phase 2	TBC			Pending
Procurement - Phase 2	TBC			Pending
Gateway 5 - Phase 2				Pending
Building works - Phase 2				Pending

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	0	0	0

Status			
Budget	Programme	Risks	Quality
RED	RED	AMBER	GREEN

Summary
Phase 1 – Works to Grade II listed Crescent House include window repairs, installation of vacuum glazing, new roof covering and insulation, soffit insulation, new mechanical ventilation system, some changing heating systems from gas to electric.
Crescent House and adjoining blocks – Hatfield and Cullum Welch are now registered as HRB's (Higher Risk Buildings) under the Building Safety Act.
Additional works are now being designed including Fire Safety, electrical compliance with intrusive re-wiring of main electrical supplies and ancillary cabling including TV, CCTV, fire, communal decorations and external fabric repairs. Survey work and new design work is ongoing with a planning and listed building application due to be submitted early in the new year. It is intended that the Tender for the works will go out in Summer 2026.
Phase 2 – Of the remaining blocks Bowater, Bayer, Stanley Cohen and Basterfield are also now registered as HRB's with the Building Safety Regulator.
Cuthbert Harrowing, which is not an HRB, is programmed for works to follow closely behind Crescent House with a Planning and Listed Building Application to follow shortly after Crescent House.
The additional works now outlined for Crescent House will also be included in the Planning and Listed Building Application for the other blocks. Planning Permission was granted for further investigative work to be undertaken on 2 Bayer House, and this work is now continuing.

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£80,000	£0	£30,585	TBC
Fees	£2,017,623	£574,124	£1,908,513	TBC
Works	£1,216,867	£237,646	£963,119	£48,102,712
SUB TOTAL	£3,314,490	£811,770	£2,902,217	£48,102,712
Risk Register	£0	£0	£0	£0
GRAND TOTAL	£3,314,490	£811,770	£2,902,217	£48,102,712

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 4	13/03/23	£473,118	£0
Issues Report	10/04/24	£2,928,861	£0
Gateway 5		£3,314,490	£0
Gateway 6			£0

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge S20 recovery
Resourcing	A fully resourced Major works team needs to be in place to effectively manage the works.
Increase in pricing during works.	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget.
Electrical Supply	The electrical supply into Crescent House may not have sufficient capacity for all flats to be converted to electric heating. Tests underway
Procurement failure	Unsuitable contractors tendering for project. Robust evaluations procedures in place
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that the full extent of works may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.
HRB / Building Safety Act	Crescent House, Hatfield House, and Cullum Welch registered as High-Risk Buildings. Additional regulatory requirements (Gateway submissions, Safety Case Report, BSR engagement) may impact programme and cost.

Project Summary

Project Name	Middlesex Street Estate Heating Replacement	Reporting Date & Number	26/09/2025 (5)	Project Number	29100130	PM	Neil Clutterbuck
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Status			
Budget	Programme	Risks	Quality
AMBER	RED	AMBER	GREEN

Summary
<p>The scope of this project is to replace the communal heating and hot water system, including boilers, distribution pipe work, heating controls and emitters with a more modern, efficient system. TSG were appointed to complete the works in Oct/Nov 2019.</p> <p>Progress with the contract was significantly delayed due to the Covid 19 public health crisis, and was also impacted due to ongoing access and planning-related issues. An Issues Report was submitted and approved in November 2023 to cover additional costs following material and labour cost inflation and the extensive delays experienced during he pandemic.</p> <p>Installations of replacement heating systems remain ongoing across Petticoat Square. There are currently four leasehold properties on the estate which have refused access and there is an ongoing first tier tribunal case (relating specifically to costs) that is being dealt with by the City's legal department. This was adjourned to 11 August and is still unresolved in terms of a decision. The City's legal department are currently considering enforcement action in respect of potential breach of lease, but a final decision is yet to be made. Once the legal issues have been resolved and access is confirmed, there may be additional costs to consider. It is expected that the principal contractor will have to return to site to fully decomission the old communal system, which will mean that their site setup and welfare facilities would need to be re-established.</p> <p>Following the troubleshooting and diagnostics exercise which was completed by the contractor in January 2025, a full, comprehensive report on the system performance was commissioned. A summary of the outcomes of approximately 30 visits has already been shared, with nothing to indicate a fundamental issue with the system performance.The Corporation's appointed consultant Butler Young and Associates issued their subsequent technical review in May 2025, which was shared with key stakeholders and MSERA following review by the Major Works Team.</p>

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£325,564.00	0.00	240,812.70	£325,564.00
Fees	£73,800.00	£10,600.00	£58,775.00	£73,800.00
Works	£4,210,025.00	33,219.97	3,916,805.03	£4,210,025.00
SUB TOTAL	£4,609,389.00	£43,819.97	£4,216,392.73	£4,609,389.00
Risk Register	£25,000.00	£0.00	£0.00	£0.00
GRAND TOTAL	£4,634,389.00	£43,819.97	£4,216,392.73	£4,609,389.00

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 2	23/02/2015	£35,000	£0
Gateway 3/4	19/07/2018	£58,000	£0
Gateway 5	13/09/2019	£3,125,639	£0
Gateway 5 Issues(1)	01/11/2023	£4,349,339	£0
Gateway 5 Issues(2)	27/01/2025	£4,609,389	£25,000
Gateway 6			£0

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery.
Increase in pricing during works.	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1&2			23/02/15	Complete
Gateway 3/4			19/07/18	Complete
Main Tender	01/08/18	01/12/18	31/05/19	Complete
Gateway 5	01/06/19	13/09/19	20/09/19	Complete
Building Contract		05/11/19		Ongoing

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	0	0	0

Project Summary

Project Name	Fire Door Replacement Programme	Reporting Date & Number	02/10/2025 (5)	Project Number	MULTIPLE	PM	Neil Clutterbuck
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1-4			16/12/19	Complete
Gateway 5 (Lot 1)			08/12/21	Complete
Gateway 5 (Lot 2)			09/11/22	Complete
Gateway 5 (Lot 3)			20/02/23	Complete
Gateway 5 (Lot 4)	31/10/25			Ongoing
Building Works				Ongoing

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0
Site tidy and well laid out: No complaints reported

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	0	0	0

Status			
Budget	Programme	Risks	Quality
GREEN	AMBER	GREEN	GREEN

Summary
<p>This project forms a programme of works to replace all identified fire doors (residential front doors, communal corridor doors and service cupboard doors), including any associated panel surrounds and fanlight windows, within City of London Housing managed residential blocks. At Gateway 4, approval was granted to proceed to procurement on an estate-by-estate basis (divided into Lots) with each procured contract to be authorised by a separate Gateway 5 report on the regular approval track. Works were procured via the Hyde Fire Safety Framework, using the direct award mechanism to appoint Gerda as approved by Members. Total estimated project cost at Gateway 4: £9.1 million.</p> <p>Lot 1: Holloway Estate, York Way Estate - all works are complete.</p> <p>Lot 2: Avondale Square Estate - All low level general needs blocks are now complete. The residential front doors in the three Point Blocks are almost complete, however, we are experiencing some access issues with some residents that we are working on with our colleagues in the estate office to overcome. The communal doors in the Point Blocks are on hold until ongoing issues are resolved with the Sprinkler system project. Harman Close communal doors are also on hold as there are cables for the door entry system, the fire alarm system and the warden call lines that have been installed by penetrating through the existing doorsets, this prevents these doors from being removed for replacement until such essential services are renewed and relocated. The relocation of these services is expected shortly as part of the soon to commence replacement of the fire alarm and warden call system in this block.</p> <p>Lot 3: William Blake Estate, Sumner Buildings, Dron House- all works are complete. Petticoat Tower- the replacement of communal doors cannot yet commence as it requires approval from the new Building Safety Regulation before works can begin. Delays of 6 months+ are being reported industrywide due to a backlog of applications with the BSR.</p> <p>Lot 4: Southbank Estate, Sydenham Hill Estate, Isleden House, Windsor House - procurement for Lot 4 is ongoing. The Gateway 5 report is expected to be submitted for Chief Officer approval shortly. Golden Lane Estate has been removed from this programme, replacement doors will be delivered as part of the GLE Major Works Renewal Programme instead.</p>

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£245,000	£0	£153,696	£285,000
Fees	£330,000	£34,175	£130,907	£360,000
Works				
Lot 1	£1,533,214	£51,747	£1,473,103	£1,533,214
Lot 2	£2,843,751	£952,149	£1,891,602	£2,843,751
Lot 3	£1,311,746	£379,359	£932,387	£1,311,746
Lot 4	£0	£0	£0	£2,033,619
SUB TOTAL	£6,263,711	£1,417,430	£4,581,695	£8,367,330
Risk Register	£35,564	£0	£0	£0
GRAND TOTAL	£6,299,275	£1,417,430	£4,581,695	£8,367,330

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 1 to 4	16/12/19	£150,000	£0
Gateway 5 (Lot 1)	08/12/21	£1,848,214	£0
Gateway 5 (Lot 2)	09/11/22	£4,891,965	£21,249
Gateway 5 (Lot 3)	20/02/23	£6,263,711	£35,564
Gateway 5 (Lot 4)			
Gateway 6			

Risks and Issues	
Increase in pricing during works.	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget.
Delay to other works completion (Sprinkler install) leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that the full extent of works required may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name	Southwark Estate Windows Replacement	Reporting Date & Number	29/09/2025 (Report No.:5)	Project Number	29100104	PM	Rafael Cardenas
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4			17/11/17	Complete
Court Approval			07/12/17	Complete
Planning Application 1			29/11/19	Complete
Main Tender			10/05/22	Complete
Gateway 5			08/06/22	Complete
Building Contract	31/10/22	31/10/22	01/05/26	Ongoing
Planning Application 2			04/10/23	Complete
Completion	31/10/24		01/05/26	Ongoing

HEALTH & SAFETY	
Accidents: 0	No accidents reported during the last month.
Near Misses: 0	No near miss reported during the last month.
Issues: 0	No issues reported during the last month.
Latest H&S Score:	TBC
Site tidy and well laid out	No complaints reported during the last month.
Hot Work Permits	N/A. Not permitted during the project.

Change Request	Raised	Appr	Outstanding
Time / Slippage:	3	3	0
SoW:	21	21	0
Cost (£)	2	2	0

Status			
Budget	Programme	Risks	Quality
GREEN	GREEN	GREEN	GREEN
Budget Update	EOT No3	N/A	Liability

Summary

This project will address the need for the window replacements and external redecoration at Pakeman House, Stopher House and Sumner Buildings, as well as provide a basis for establishing a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate.

The project suffered lengthy delays during it's early stages. The works were procured during the restrictions and lockdowns of the COVID-19 public health crisis which made it extremely challenging for prospective contractors to undertake the required site surveys. After every lockdown, officers needed to engage with the contractors to confirm their prices and review the tender documents amid constantly changing circumstances. The contractor ETEC was finally appointed and works began onsite in November 2022. Consequently, the tender stage was delayed to the point that, on appointment of the successful contractor, there was little time (one week) to implement the previously obtained planning permission before that approval expired. Prior to commencing works the Contractor was required to carry out testing of existing paint to all previously painted surfaces to identify if lead content was present. The survey revealed that lead paint was prevalent in windows and across communal areas. Work necessarily could not commence and consequently planning permission expired. Renewed planning permission was obtained in October 2023. An Issues Report was submitted and approved in July 2024 to cover additional costs incurred by the new to renew planning permission, changes to ventilation to comply with changes in legislation and for inclusion of balcony doors at Sumner Buildings which had been omitted from the original scope of works.

Certificate of Practical Completion was issued on 21 May 2025. Final accounts are now under review. The project is currently under the 12-month warranty period which is due to expire on 1st May 2026.

A Defect Log has been created and updated with the residents reports of issues related to the operation of the new windows, internal finishes and making good around the window areas and the performance of the newly installed extract fans. ETEC will be then instructed to address those issues in order to release the retentions hold.

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£104,650.00	£0.00	£103,436.40	£104,650.00
Fees				
Design Team	£59,271.65	£1,260.00	£44,278.82	£59,271.65
Legal Fees	£896.00	£0.00	£896.00	£896.00
Works	£6,166,832.35	£1,024,920.46	£5,140,252.89	£6,166,832.35
SUB TOTAL	£6,331,650.00	£1,026,180.46	£5,288,864.11	£6,331,650.00
Risk Register				
GRAND TOTAL	£6,331,650.00	£1,026,180.46	£5,288,864.11	£6,331,650.00

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 5	08/06/22	£4,294,564	N/A
Issue Report	04/07/24	£6,331,649	N/A
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery.
Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors.
Increase in pricing during works.	A clear contract and robust contract management will be carried out
Challenge to tender awarding process.	A robust tendering process and cost evaluation has been undertaken.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that the full extent of works required may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name	William Blake Windows & Redecorations	Reporting Date & Number	02/10/2025 (5)	Project Number	29100107	APM/PM	Jason Crawford / Rafael Cardenas
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Status			
Budget	Programme	Risks	Quality
Green	Red	Green	Green

Summary
<p>This project will address the need for the Window Replacements and external redecoration at William Blake Estate as well as a basis for establishing a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate.</p> <p>This project has suffered significant delays during its development period, firstly as with the other HRA Window Replacement Projects through the enforced delays of the Covid-19 public health crisis, and then secondly, after completing procurment for the works, the City's Capital Programme Review. During this second enforced hiatus, both the tender returns submitted and the planning permission obtained expired. Approaches were made to the Local Planning Authority seeking an extension of time to allow us to undertake the tender pricing submissions again, but this was rejected. As such, we will have to undertake full planning approvals again and re-tender for the works. Due to changes in legislation the previously submitted designs will need to be respecified.</p> <p>The tender for the design team is now complete with the statutory post-tender leaseholder consultations now also complete. Baily Garner LLP has now 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.</p>

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£ 48,324.00	£ -	£ 13,318.00	£ 83,318.00
Works	£ -	£ -	£ -	£ 2,701,086.00
Fees				
Comms Consultant	£ -	£ -	£ -	£ -
Design Review Panel	£ -	£ -	£ -	£ -
Multidis Design Team	£ 276,105.00	£ -	£ 43,823.00	£ 251,316.00
Planning Consultant	£ -	£ -	£ -	£ -
Planning Fees	£ -	£ -	£ -	£ -
Quantity Surveyor	£ -	£ -	£ -	£ -
Other (please specify)	£ -	£ -	£ -	£ -
Surveys				
Structural	£ -	£ -	£ -	£ -
M&E	£ -	£ -	£ -	£ -
SUB TOTAL	£ 324,429.00	£ -	£ 57,141.00	£ 3,035,720.00
Risk Register	£ -	£ -	£ -	£ -
GRAND TOTAL	£324,429.00	£ -	£57,141.00	£3,035,720.00
Actuals and Committed				

Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4	17/11/2017	17/11/2017	17/11/2017	Complete
Gateway 3/4 (report submitted)	18/09/2023	18/09/2023	18/09/2023	Complete
Planning Application				
Main Tender				
Gateway 5				
Building Contract				
Completion				

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	£ -	£ -	£ -

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 3/4	17 November 2017	£ 177,657.00	£ -
Gateway 3/4	15 January 2023	£ 276,105.00	£ -
Gateway 5			
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery.
Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors.
Increase in pricing during works.	A clear contract and robust contract management will be carried out
Challenge to tender awarding process.	A robust tendering process and cost evaluation has been undertaken.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that the full extent of works required may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.
Delays to funding approval.	Last capital funding review caused delays which led to planning approvals expiring. Gateway 3/4 process began again. Project cost estimates increased £743,278. Any further delay to funding approval could see a similar result.

Project Summary

Project Name	George Elliston and Eric Wilkins Refurbishment	Reporting Date & Number	02/10/2025 (5)	Project Number	29800156	PM	Lochlan MacDonald
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Status			
Budget	Programme	Risks	Quality
GREEN	RED	AMBER	GREEN

Summary
<p>The refurbishment of George Elliston and Eric Wilkins Houses originally formed part of the 2014-2020 Major Works Programme but was initially put on hold, whilst the City explored rooftop development options. The development scheme progressed to the tender stage before ultimately being terminated for economic reasons in 2019. A new refurbishment-only project was commenced in 2020. This project has experienced delays for several reasons, including an initial deferment as part of the City's post Covid-19 Capital Programme Review, but is now on track for delivery in two separate phases, spanning 2027-30.</p> <p>The project scope includes replacement of roof and windows, lift refurbishment, brickwork repairs, communal redecorations, and drainage works as necessary.</p> <p>Studio Partington has been appointed to carry out a full condition survey, design work, options appraisal and to assist with the tender process. Their appointment also includes providing technical due diligence and CDM Client Advisory duties during the construction phase. A separate appointment for another consultant will be needed for contract administration, cost control and clerk of works services once the works contract has been awarded. Design development work is ongoing. The options appraisal has been completed and updated costings are now under review. It has been determined that the lift refurbishment element of the works needs to be delivered separately as a stand-alone package. Butler and Young Associates have already undertaken some feasibility work in this respect and will now be appointed as the lift consultant responsible for design, specification, tendering, Principal Designer duties and post-contract professional services for this specific package. The Gateway 2 Approvals paper which recommends this approach has already been successfully presented at September Corporate Projects Board and will now go to CCS Committee in November for Member approval.</p>

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£50,000.00		£5,873.77	£50,000.00
Fees	£150,000.00	£77,700.00	£55,404.60	£133,104.60
DesignArchitect	£130,000.00	£77,700.00	£38,274.60	£115,974.60
Guardian Consultancy	£20,000.00	£0.00	£17,130.00	£17,130.00
Works	£0.00	£0.00	£0.00	£3,540,000.00
Risk Register	£0.00	£0.00	£0.00	£0.00
GRAND TOTAL	£200,000.00	£77,700.00	£61,278.37	£3,723,104.60

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 1 & 2	11/12/2020	£200,000	£0
Gateway 3 & 4			
Gateway 5			
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery.
Insufficient funding capacity in HRA	Other funding streams are being explored; works have already been subject to deferment due to funding issues.
Works more extensive than planned for.	The full extent of remedial works required may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1 & 2			11/12/20	Complete
Appt Consultant	01/01/21	01/01/22	01/11/23	Complete
Options Appraisal	01/04/21	01/04/24	30/08/24	Complete
Gateway 2 (Lift Works)	10/11/25			Pending
Main Tender (Lift Works)				Pending
Gateway 3/4 (Building Fabric)				Pending
Gateway 5 (Lift Works)				Pending
Gateway 5 (Building Fabric)				Pending
Completion				Pending

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	0	0	0