City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub-Committee – For Information	**Dated:** 01/07/2026
Subject: Housing Major Works Programme 2026-36	**Public report:** For Information and discussion
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	**Providing Excellent Services**
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	HRA
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Director of Community & Children's Services
Report author:	Greg Wade, Head of Major Works (HRA)

Summary

This report provides an update on the development of the Housing Major Works Programme 2026-36, which is being led by the Major Works Team (HRA) and supported by the New Developments and Special Projects Team.

The works will encompass comprehensive upgrades to the City Corporation's social housing tenanted homes in respect of kitchens and bathrooms, heating systems, lifts, roofs, windows, external fabric repairs and communal redecorations. Extensive fire safety and electrical works will also be undertaken as part of the programme, to meet the City Corporation's statutory landlord obligations. Furthermore, decarbonisation will be a key focus, with a view to actively supporting the organisation's investment and supply chain net zero targets of 2040.

Recommendation

Members are asked to:

- Note this update report in respect of the Housing Major Works Programme 2026-36.

Main Report

Background

1. The Court of Common Council approved a £211 million funding package to accelerate improvements across all 12 City Corporation housing estates on 12 December 2025. This funding includes an allocation of £152 million from City Fund to support the Housing Major Works Programme, which will be delivered from 2026-36. The leaseholder contribution for the whole programme is currently estimated at circa 30% or £70 million.

2. These additional funds include a further £75m commitment to the Golden Lane Estate, taking the overall investment to £105m, with a deadline of all 9 blocks being successfully completed by the end of 2035.

3. The Housing Major Works Programme continues to be monitored and managed at several levels, both corporately and within the department. This includes:

    - Housing Management & Almshouses Sub Committee;
    - The new Gateway Process (via the Corporation's Project P3 framework);
    - Community & Children's Services Committee (C&CS);
    - Projects and Procurement Sub Committee;
    - Golden Lane Estate Major Works Renewal Programme Board;
    - DCCS Portfolio Board;
    - Project related resident Community Steering Groups

4. The DCCS Portfolio Board is a cross-departmental group which meets on a monthly basis to oversee the Major Works Programme and provides an approvals route for the new Gateway process. It is chaired by the Executive Director of DCCS, who has delegated authority to approve projects up to £5m in value and comprises of senior officers from:

    - EPMO Team;
    - Housing (HRA);
    - Barbican Residential;
    - Finance;
    - City Procurement;
    - Legal

Current Position

5. Since the launch of the P3 Project Management framework on 25 November 2025, the Major Works Team has familiarised itself with the new governance processes and has successfully progressed a series of approvals reports (for both new and existing projects).

6. There has been a renewed emphasis on meeting landlord compliance, with electrical upgrades now forming a key focus of all major works projects at different stages of development. A fire safety planned maintenance programme is also now in development, with an appropriately experienced consultant appointed and a detailed survey programme of the entire portfolio underway. The target for completion of the survey programme is October 2026.

7. Existing pipeline projects, including lift refurbishment/replacement on specific blocks within Avondale Square Estate and York Way Estate, are provisionally programmed for delivery in late 2027.

8. The Housing Major Works Programme has been developed for the next 5 years (to 2031) with circa 27 defined projects and 3 programmes in active development. All new projects/programmes have been formally launched with Gateway 1 Reports and Business Cases to DCCS Portfolio Board, with just the allocation of budgets by the capital finance team outstanding.

9. These projects cover the entire HRA Housing portfolio, with the core focus on Golden Lane , Avondale Square and York Way Estates in terms of sustained investment.

10. Ongoing discussion with finance, legal and procurement continues to be a regular feature of the Major Works Team's mode of operation, with an acknowledgement of the importance of collaborative working, particularly in terms of reporting and risk management.

Restructure of Major Works Team

11. The restructure of the Major Works Team was first formally proposed and approved at CCS Committee in April 2025. Further to the necessary internal approvals, and employee and union consultation, the team has now been reorganised into a compact suitably robust two-tier structure, that provides appropriate levels of accountability and support.

12. The two vacant Senior Principal Project Manager posts are scheduled to be filled by the end of July, and the remaining vacant Project Manager post will shortly be out to advert.

Resident Engagement and Liaison

13. Further to confirmation of the Housing Major Works Programme over the next 5 years, residents of all HRA estates (in addition to Spitalfields and Almshouses) were sent a letter in March. The letter was tailored to each estate and details the

City Corporation's future intentions over that period. Indicative timescales were included in the letter, demonstrating a clear and transparent commitment by the Corporation.

14. The letter preceded a travelling 'Summer Roadshow' by the Major Works Team from June – July 2026, which has involved the organisation of engagement events on the estates.

15. The Summer Roadshow commenced 3 June at Avondale Square Estate, with the aspiration being to visit one estate every week throughout June and July. This followed a pilot at Middlesex Street Estate in mid-March with positive results in terms of attendance and feedback. Golden Lane Estate is already the focus of a number of separate resident engagement events, specifically focused on major works, and has not been included in the itinerary.

16. Residents have been invited to provide input to help shape their aspirations for major works, at an appropriately early stage of the process. Resident feedback will be collated, recorded and fed back to residents as part of our ongoing dialogue.

17. The Golden Lane Estate Major Works Renewal Programme will require the specialist services of two Resident Decant Officers to facilitate the extensive rolling decant programme. These posts are currently going through the approvals process, with the expectation that they will be ready for advertisement by September 2026.

18. It has been recognised that Leaseholder engagement and consultation needs to be strengthened, so that there can be productive discussion around the subject of major works billing. The Major Works Team is developing a close working relationship with Homeownership Services, particularly in respect of ongoing section 20 consultation.

Appointment of Multidisciplinary Consultants

19. The restructure of the Major Works Team has been characterised by a redefinition of the client-side Project Manager role, which involves the early engagement and appointment of multidisciplinary consultants. This is intended to provide the team with an appropriate level of technical support throughout the lifecycle of projects, from inception through to design, planning, procurement and delivery.

20. The remainder of this year and the first half of 2027 will be spent procuring the necessary multidisciplinary consultant support, to assist in the technical delivery of the programme. The Major Works Team is working closely with colleagues in Procurement to suitably access the market and source the necessary skills in a compliant and timely manner.

Proposals

21. Members are asked to review the report and raise any discussion points in respect of the update provided.

Key Data

22. None.

Corporate & Strategic Implications

Strategic implications

These projects form part of the current and future Housing Major Works Programme which originally commenced in 2014 but has now been re-profiled to be delivered from 2026-36.

Financial implications

There is a firm commitment to successfully spend £211m by 2036. Expenditure will be monitored on a periodic basis (monthly / quarterly / annually) from April 2026 and benchmarked against an anticipated spend profile. The question of Leaseholder recovery should be factored into all discussions regarding major works costs and expenditure.

Resource implications

All projects will be delivered by the restructured Major Works Team (HRA), supported by the New Developments and Special Projects Team.

Legal implications

Key considerations will be the requirement for Leaseholder recovery, the potential for legal challenge based upon whether the costs are recoverable, statutory breach in respect of compliance.

Risk implications

Key risks relate to potential programme delays, relating to the following:

- Governance Approvals process
- Statutory procurement requirements
- Section 20 consultation and Leaseholder anxiety in respect of billing
- Planning and Listed Building consent
- Higher Risk Buildings requiring Gateway 2 Applications to the Building Safety Regulator
- The challenges of large-scale resident decanting / rehousing (GLE)
- Appropriate resourcing in terms of personnel and management
- Multiple concurrent contractor activity within estate boundaries (CDM)
- The potential impact of the war in Iran on construction costs

Equalities implications

None.

Climate implications

Net Zero targets for 2040 should be considered in terms of the City Corporation's aspirations.

Security implications

None.

Conclusion

23. Further to the funding investment decision by the Court of Common Council in December 2025, the Housing Major Works Programme has now been formally launched.

24. The first 5 years pf the programme has been developed through the planned delivery of circa 27 identified projects and 3 programmes, with the core focus of investment being Golden Lane Estate, Avondale Square Estate and York Way Estate.

25. The Major Work Team has been successfully restructured in preparation for delivery of an ambitious and extensive programme, with new positions forming part of the reorganised two-tier structure.

26. Resident engagement and liaison are a key consideration, with a travelling Summer Roadshow now underway, which is being delivered exclusively by the Major Works Team.

Appendices

None.

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