

City of London Corporation Committee Report

Committee(s): Community & Children's Services Committee – <i>For Decision</i>	Dated: 28/01/2026
Subject: Gateway 6 Reports – Closure of Legacy Projects	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • 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:	David Downing, Asset Programme Manager

Summary

This report introduces the following three Gateway 6 reports on the Committee agenda which seek authority to close off legacy projects as predominantly delivered between 2022-24 by the Housing Major Works Team which still remain live on the City's reporting and financial systems. The Gateway 6 Outcome Report has been a mandatory part of the outgoing project procedure and formed the final part of a project's journey through the City's outgoing governance procedures. With the recent launch of the new P3 Portfolio Management Framework, these are likely be the last Gateway 6 reports submitted to this Committee in this old format.

The Gateway 6s which follow this report present three projects which, despite requiring substantial cost uplifts as already approved by Members, were brought to a successfully conclusion, delivering significant, much needed upgrades for the residents of the City's social housing estates. These projects were among the most impacted by the unprecedented Covid and post-Covid periods where projects were beset by complicated access arrangements and rampant industry cost inflation.

Recommendation(s)

Members are asked to:

Note the report and authorise approval of the following three Gateway 6 Reports:

- Holloway Estate Window Replacement and Common Parts Redecorations
- Sydenham Hill Window Replacement and Common Parts Redecorations
- Windsor House Window Replacement and Common Parts Redecorations

Main Report

Background

1. This paper provides an overview and additional context for the three Gateway 6 Outcomes Reports which follow on this Committees agenda.
2. The reports concern:

Holloway Estate Window Replacement and Common Parts Redecorations, which was predominantly delivered between 2022-24.

Sydenham Hill Window Replacement and Common Parts Redecorations, which was predominantly delivered between 2022-25.

Windsor House Window Replacement and Common Parts Redecorations, which was predominantly delivered between 2022-24.

Current Position

3. All three projects have been successfully completed, with final accounts fully settled, and defects liability periods at an end. The projects are now due for formal closure; the Gateway 6 Outcome Reports having been slightly delayed during the recent senior management transformation within DCCS Housing. With the ongoing changes to the City's project procedures and the launch of the new P3 Framework, it is prudent to close off any remaining completed projects without further delay as a housekeeping exercise and to reduce the administrative burden of transferring old projects from one governance framework to another.

Options

None.

Proposals

4. Members are asked to review and authorise the three Gateway 6 Reports which follow relating to the historic projects detailed above. As per the outgoing Project Procedure, each report must be presented individually on the correct project template, with Members asked to note the content ahead of formal project closure.

Key Data

5.

<i>Project</i>	<i>At Authority to Start work (Gateway 5)</i>	<i>Final Outturn Cost (Gateway 6)</i>	<i>Variance</i>
Holloway Estate Window Replacement and Common Parts Redecorations	£3,559,919.00	£4,604,242.99	£1,044,323.99

Sydenham Hill Window Replacement and Common Parts Redecorations	£1,217,610.00	£1,605,534.95	£387,924.95
Windsor House Window Replacement and Common Parts Redecorations	£1,670,431.00	£2,763,428.90	£1,092,997.90
Total	£6,447,960.00	£8,973,206.84	£2,525,246.84

6. The Gateway 6 outturn costs across all three projects show significant uplifts were required from the Gateway 5 (Authority to Start Work) costs in order to complete the works. A combined total of £2,525,246.84 additional costs were presented to Members for approval via a series Issues Reports in 2023 and 2024 to see the projects through to completion.
7. For the three projects combined, a total of £2,831,718.21 was recovered from leaseholders (£1,569,874.92 from Holloway Estate leaseholders, £796,881.06 from Sydenham Hill leaseholders and £464,962.22 from Windsor House leaseholders).
8. Summary of key lessons learned:
 - Covid pandemic impacts – these three projects were among the worst affected in the DCCS portfolio by the unprecedented Covid-19 public health crisis. Procurement and the initial phases of delivery were carried out in challenging circumstances during a time when industry cost inflation was rampant.
 - Planning issues – delays to the execution of planning consents due to the forced hiatus of the Covid pandemic gave time for Building Regulations to change which resulted in the need to revisit designs and vary delivery contracts at cost.
 - Design issues – incomplete design work saw a small number of windows missed from original proposals and the need to add-in a mechanical ventilation strategy at a late phase of the projects.
 - Insufficient pre-tender surveys – saw the discovery of in-contract additional works, such as unforeseen lead paint and asbestos removal, and lintel replacement which led to delays and contract variation and uplift.
 - Resident engagement – the utilisation of dedicated City resident liaison resources would have greatly eased engagement and access challenges rather than reliance on a sole project manager; the deployment of additional resource being restricted by budgetary pressures.

Corporate & Strategic Implications

Strategic implications – These projects formed part of the Housing Major Works investment programme which commenced in 2014.

Financial implications – The outturn costs for all three projects required significant uplift from the Gateway 5 (Authority to Start Work) approved sums.

Resource implications – All three projects were delivered by the Housing Major Works team.

Legal implications – Leaseholder recovery was completed as detailed above.

Risk implications – None.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Conclusion

9. The Gateway 6 reports submitted for approval form part of a housekeeping exercise ahead of adoption of the new P3 Project Framework. The three projects presented here were completed successfully, albeit requiring need for substantial cost uplifts, in the challenging Covid and immediately post-Covid environments. Works on all three projects were completed under the previous senior leadership regime.

Appendices

None

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