

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

Summary

1. Status update	<p>Project Description: 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.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Costed Risk Provision Utilised: £0 (of which X amount was drawn down at the last report to Committee);</p> <p>Final Outturn Cost: £399,984.00</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.

3. Key conclusions	<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 exceeded the allocated Gateway 5 project budget by a sum of £1,034.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	The project design worked well and has formed the basis for roof replacements subsequently carried out at other City housing blocks.
5. Options appraisal	The selected option to procure a contractor to deliver the works as required worked well.
6. Procurement route	<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>
7. Skills base	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.
8. Stakeholders	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

9. Assessment of project against key milestones	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.
10. Assessment of project against Scope	The scope of the project remained unchanged throughout both the design period and project delivery.
11. Risks and issues	<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>

12. Transition to BAU	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.
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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
	Total	£398,950	£399,984
	There is a total overspend on the approved Gateway 5 budget of £1,034.		
	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		
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. 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>		
16. Key benefits realised	<p>1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.</p> <p>2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.</p> <p>3. The value of the City's Housing assets was maintained.</p> <p>4. Compliance with statutory measures.</p>		

Lessons Learned and Recommendations

17. Positive reflections	1. This straightforward project was delivered without issue and successfully achieved all its objectives with only a minimal overspend (£1,034) reported.
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	2. The contractor, M H Goldsmith & Sons, performed well over the period of the contract and can be recommended for future works of this nature.
18.Improvement reflections	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 accessible when project staff leave the City.
19.Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20.AOB	None

Appendices

Appendix 1	Project Coversheet
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Contact

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