

Committees: Corporate Project Board: For Decision Housing Management & Almshouses Sub-Committee: For decision Projects and Procurement Sub-Committee: For decision	Dates: 10 September 2025 21 October 2025 18 November 2025
Subject: Dron House Window Replacement and Common Parts Redecorations Unique Project Identifier: 11548	Gateway 6: Outcome Report Regular
Report of: Director of Community & Children's Services Report Author: Jason Crawford, Asset Programme Manager	For Decision
PUBLIC	

Summary

1. Status update	Project Description: This project addressed the need for the Window Replacements at Dron House and to establish a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate. RAG Status: Green (Red at last report to Committee) Risk Status: Low (Medium at last report to committee) Costed Risk Provision Utilised: n/a Final Outturn Cost: £1,641,329.83
2. Next steps and requested decisions	Requested Decisions: 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
3. Key conclusions	The windows replacements and common parts redecorations were delivered as per the project specification and the project achieved a satisfaction survey score of 86%. The project was delayed by approximately three months due to the following: a. additional planning clarifications at pre-construction phase

	<p>b. the need to undertake an external appointment to carry out the contract administration duties</p> <p>c. unforeseen additional timber repairs to the dormer windows frames</p> <p>d. complete replacement of balcony floor coverings</p> <p>e. additional time required to resolve a planning enforcement notice, which had been issued erroneously early in the delivery phase.</p> <p>An issues report requesting additional budget of £54,225 was approved in April 2023.</p>
--	---

Main Report

Design & Delivery Review

4. Design into delivery	The overall Design of the project ensured successful delivery with no significant issues, other than those noted in section 3 above.
5. Options appraisal	Overall, the chosen option had a successful outcome and all deliverables were achieved.
6. Procurement route	<p>An open tender was utilised and the appointed contractor carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.</p> <p>Procurement reference number: 11762</p>
7. Skills base	An external Contract Administrator was appointed to work alongside the client-side project team.
8. Stakeholders	Residents and other key stakeholders were engaged with extensively throughout the design, development, and delivery stages. The contractor appointed RLO was instrumental in ensuring that residents were kept informed and engaged throughout the delivery stages. A satisfaction survey result of 86% was achieved.

Variation Review

9. Assessment of project against key milestones	The project was delayed by a variety of factors which have been detailed earlier in this report. This has highlighted the critical need for appropriate technical support (both at pre and post contract stage of projects), in addition to adequate internal resourcing.
10. Assessment of project against Scope	<p>The initial scope allowed for patch repairs to balcony flooring. However, during the on-site surveys the extent of repairs was significantly more extensive than originally anticipated. A more cost-effective longer-term solution was agreed to replace all balcony flooring with a cold pour system with a life expectancy of 15 years. This was intended to avoid the likelihood and added expense of having to undertake future ad-hoc reactive repairs. Additional work was also required to repair the timber frames to the dormer windows on the top floor of the blocks. During the onsite surveys (prior to</p>

	works commencing), it was noted that a significant number of the balcony doors did not have weather boards, which meant that the fenestration designs had to be amended.
11.Risks and issues	The majority of risks were fully mitigated and there were no unidentified risks or major issues, other than those noted in section 3. No CRP was utilised.
12.Transition to Business As Usual	The deliverables were executed as planned and the out turn was that residents were satisfied with the standard of workmanship, and the manner in which the contractor engaged with them. Following the conclusion of the defects liability period, responsibility for the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

Value Review

13. Budget	<table><tr><td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost (including risk): N/A Estimated cost (excluding risk): £63,000</td></tr></table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): N/A Estimated cost (excluding risk): £63,000																		
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): N/A Estimated cost (excluding risk): £63,000																				
<p>The original G2 report was submitted in 2012 and estimates only included Block A (10 flats). This project also included Blocks B & C (an additional 70 flats).</p> <table><tr><td></td><td><i>At Authority to Start work (G5)</i></td><td><i>Final Outturn Cost</i></td></tr><tr><td><i>Consultancy Fees</i></td><td>£37,487</td><td>£55,318.35</td></tr><tr><td><i>Staff Costs</i></td><td>£37,487</td><td>£31,797.00</td></tr><tr><td><i>Works</i></td><td>£1,499,468</td><td>£1,554,214.48</td></tr><tr><td><i>Expenditure up to G5 (Fees and Staff costs)</i></td><td>£23,742</td><td>£</td></tr><tr><td><i>Costed Risk Provision</i></td><td>£N/A</td><td>£N/A</td></tr><tr><td><i>Total</i></td><td>£1,598,184</td><td>£1,641,329.83</td></tr></table> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Consultancy Fees</i>	£37,487	£55,318.35	<i>Staff Costs</i>	£37,487	£31,797.00	<i>Works</i>	£1,499,468	£1,554,214.48	<i>Expenditure up to G5 (Fees and Staff costs)</i>	£23,742	£	<i>Costed Risk Provision</i>	£N/A	£N/A	<i>Total</i>	£1,598,184	£1,641,329.83
	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>																				
<i>Consultancy Fees</i>	£37,487	£55,318.35																				
<i>Staff Costs</i>	£37,487	£31,797.00																				
<i>Works</i>	£1,499,468	£1,554,214.48																				
<i>Expenditure up to G5 (Fees and Staff costs)</i>	£23,742	£																				
<i>Costed Risk Provision</i>	£N/A	£N/A																				
<i>Total</i>	£1,598,184	£1,641,329.83																				
14. Investment	N/A																					
15. Assessment of project against SMART objectives	<ol style="list-style-type: none">1. Windows and balcony sets have all been replaced with modern double glazed window systems, incorporating overarch Vent Trex extract fans to kitchen and bathroom windows.2. All balcony floors were completely replaced with a Proteus waterproof system with a 15 year life expectancy.3. The works were completed with a high resident satisfaction score (86%).4. The new window system has greatly improved the thermal and acoustic conditions for residents.																					

16.Key benefits realised	Windows and balcony windows and doors were replaced with high performance units as planned as well as a waterproof balcony floor system with a 15 year lifecycle.
---------------------------------	---

Lessons Learned and Recommendations

17.Positive reflections	Works were completed to a high standard and the contractor performed well. The works were positively received by residents, resulting in a satisfaction score of 86%.
18.Improvement reflections	Lessons learned have been recorded and will be referenced on future projects of a similar nature.
19.Sharing best practice	<ol style="list-style-type: none"> 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
-------------------	--------------------

Contact

Report Author	Jason Crawford
Email Address	Jason.Crawford@cityoflondon.gov.uk
Telephone Number	07710 760 344