

<b>Committee(s):</b> Barbican Estate Residential Consultation Committee Barbican Residential Committee	<b>Dated:</b> 25/03/2024 08/04/2024
<b>Subject:</b> Major Works Team – Progress Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Judith Finlay Executive Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Jason Hayes Head of Major Works	

### Summary

The purpose of this report is to update Barbican Estate Residential Consultation Committee and Barbican Residential Committee on the progress that has been made with Major Works on the Barbican Estate and to advise Members on issues affecting progress on individual schemes.

### Recommendation

Members are asked to note the report.

### Main Report

#### Background

This report provides further detail on each of the existing major works projects currently being delivered to the Barbican Estate. It will provide key updates on each project identifying any pertinent issues arising, progress, reports, KPI’s and other relevant documentation relating to the work of the Major Works Team.

#### Considerations

1. The works, in the main comprise:
  - Window Repairs/ Replacements.
  - External and Internal Redecorations.

- Tower Lift Replacements.
- Barbican Future Works Programme.
- Water Penetration Issues.
- Developing and Recommending a Roof and Balcony Waterproof Membrane Specification
- Lambert Jones Mews Roof

2. Major Works is monitored and managed at several levels both corporately and within the department. This includes:

- Gateway Process.
- Barbican Residential Committee.
- Barbican Estate Residential Consultation Committee.
- Project and Procurement Sub Committee.
- Housing Programme Board.

3. Members are asked to specifically note the following updates:

***Progress of note on key projects***

4. Window Repairs/ Replacements

Temporary repairs are currently being undertaken. They are currently focused primarily on top floor flats of Ben Jonson House, Bunyan Court and John Trundle Court. These repairs are focusing on properties that had rot removed as part of the external decoration programme, and windows which have suffered from water ingress and where a permanent solution has not yet been undertaken. Repairs to the windows that had rot removed by the decorators were not progressed as the decorating contractor as it was felt that they did not possess the necessary skills or experience to undertake the repairs in line with the requirements of the Barbican Estate Listed Building Management Guidelines. Additional properties raised to the major works team are being incorporated into this work programme where the properties are suffering from water ingress.

Weather permitting the temporary repairs should be completed by mid-April. The temporary repairs will last for a minimum of 18 months and are 'easily reversible' when the permanent repairs are undertaken. These temporary repair costs are not being recovered from leaseholders. There are two properties which require scaffold access to undertake the temporary repairs. These properties will have the temporary repair undertaken and the permanent repair will be specified and may be undertaken, in order to maximise the use, and cost, of the scaffold.

A request for quotation (RFQ) was issued to three firms of surveyors and architects to further assess the condition of windows on the top floor properties of the three blocks listed above, due to the above average number of repair requests which has emanated from these blocks and specify the repair work. In addition to the

properties in the three blocks, the consultants' commission will also encompass analysis of defects in other properties in the Barbican that have window defects including those that have had resin repairs undertaken rather than timber repairs. Resin repairs will be reversed and replaced with spliced wood repairs.

The RFQ was issued on 29.02.24 with a return date of 22.03.24. Consultants invited to tender are either chartered surveyors or architects that have experience of undertaking similar work in listed buildings. Quality will be assessed on answers to four questions designed to assess the consultants understanding of the project.

The current programme foresees design work commencing on 22.04.24 with works commencing in October 2024.

It is expected that most of the contractors' work will be repair rather than replacement. We will be required to take timber samples from every block where work is due to occur and analysed by BM TRADA.

Work will include new seals and brushes to replace old, worn or missing seals on the existing frames. Vacuum glazing can be considered for double glazed unit replacements but will be subject to Listed Building Consent before it can be used on the estate. For comparison, performance figures for the various types of glazing has been added below:

- Single glazed - 5.7Wm<sup>2</sup>K;
- Double glazed – 1.5-1.9Wm<sup>2</sup>K
- Heritage double glazed – 1.1-1.4Wm<sup>2</sup>K
- Vacuum glazing – 0.5Wm<sup>2</sup>K

Members of the BRC, RRC and AMWP were invited to view the refurbished window in the Grade II\* listed Crescent House, Golden Lane in early December. This flat is currently going through 'lived in testing' to verify the vacuum glazing, the performance of the seals and other works such as the ventilation. Early results are very positive.

Procurement of any contractors will require a technical assessment of the experience for the delivery of heritage projects, similar window systems and require FENSA accreditation to ensure work is Building Regulations compliant. Recent experiences have seen contractors put off tendering for specialist work through disproportionate tender requirements for the value of the work. Early contractor engagement has begun to gauge potential interest.

The assessment of potential contractors will involve some contractors that have been identified as having the accreditations and background in window repairs on listed buildings, undertaking repairs on individual windows in 'isolated blocks' such as Defoe and Speed House, specified by the architect who specified the works in Crescent House, in order to assess the quality of workmanship and methodology of the contractors in order that we have full confidence that any of the bidding contractors has the skills to undertake the works to the required standard.

Moving forward, once the known window repair works have been undertaken, a similar logistical approach will be used for future repairs i.e. a 'long lasting' temporary repair will be undertaken asap following any reports to property services

and once 3 or 4 reports have been received these repairs will be bundled up to be specified and tendered to try and reduce the cost per property by maximising economies of scale for both the consultants and contractors.

## 5. Internal/ External Redecorations

The current Clerk of Works arrangement is continuing to work well, however there are still areas of damage to address but these are caused by equipment moving throughout the blocks, and cleaning materials used to keep common spaces clean for example. The damage is not caused by the redecorations contractor. There are some snagging issues being addressed and have been raised on historical works. Questions have been raised around the integrity of the paint applied but samples taken from site have proved that the surfaces have been prepared properly and the correct number of coats applied. The remedial work where damage has occurred, has taken longer whilst officers have been engaging with contractors to provide a competitive quotation.

Dulux take the samples from site, once work is completed, and these samples are sent to an independent third-party laboratory for analysing. Once analysed, a report is returned via Dulux for our records. This process is essential due to the functional properties of the paint. Older paint in the corridor areas was designated as Class 3 whereas the new paint is Class 0 for the requirements under Building Regulations to prevent the spread of fire. The paint has a functional purpose for fire safety and therefore has differing properties compared to normal domestic paints used within the home. Class 0 paint appearance is affected more by application and imperfections with the existing substrate in which it is applied.

To clarify the paint specification, the same specification has been used as the last round of cyclical redecorations. Any changes to specification during contract delivery may attract additional charges. The paint for the corridors is the same class 0 matt finish but there is an opportunity to change this to eggshell. The eggshell finish will have more of a sheen, may coat more evenly but could highlight older repairs to the existing substrate more than the matt finish. A sample of the eggshell class 0 paint can be made available for viewing at residents request.

Before the next cycle of redecorations is tendered, it is recommended that a full review of the specification is undertaken and that this is consulted on with residents. Changes could include further preparation of surfaces and additional layers of paint in certain areas. Increases in the specification will make the work more expensive through increased labour and material costs. Further preparation of surfaces will additionally see restrictions due to the presence of asbestos and lead paint in some areas.

Individual updates for the blocks are as follows:

Andrewes House (external)  
Works due to start 18<sup>th</sup> March.

Andrewes House (internal)  
Works completed and signed off.

Ben Johnson House (external)  
Works completed and signed off.

Ben Johnson House (internal)  
S20 notifications to be shared with households in April, works due to start Q2 2024

Brandon Mews (external)  
S20 notifications to be shared with households June, works due to start Q3 2024

Breton House (external)  
Works completed and signed off.

Breton House (internal)  
Clerk of works snagging underway, anticipated completion and sign off due 25/03

Bryer Court (external)  
Works completed and signed off.

Bunyan Court (external)  
Works completed and signed off.

Bunyan Court (internal)  
Clerk of works snagging underway, anticipated completion and sign off due 25/03

Cromwell Tower (external)  
Works completed and signed off.

Cromwell Tower (internal)  
Clerk of works snagging underway, anticipated completion and sign off due 25/03

Defoe House (external)  
Works due to start 25<sup>th</sup> March.

Defoe House (internal)  
Works completed and signed off.

Frobisher Crescent (external)  
S20 notifications to be shared with households in April, works due to start Q2 2024

Frobisher Crescent (internal)  
Works completed and signed off.

Gilbert House (external)  
S20 notifications to be shared with households in September, works due to start Q4 2024

Gilbert House (internal)

Works complete. Additional work has been identified across the building and is currently being assessed by project team alongside residents' association lead.

John Trundle Court (external)

Works completed and signed off.

Lauderdale Tower (external)

Work requiring specialised abseil apparatus still outstanding, anticipated completion due 01/04/24 (subject to weather conditions)

Lauderdale Tower (internal)

Works due to start 18<sup>th</sup> March.

Mountjoy (internal)

Works completed and signed off.

Seddon House (internal)

Works completed and signed off.

Shakespeare Tower (external)

Work requiring specialised abseil apparatus still outstanding, anticipated completion due 01/04/24 (subject to weather conditions)

Shakespeare Tower (internal)

Works due to start 18<sup>th</sup> March.

Speed House (external)

S20 notifications to be shared with households June, works due to start Q3 2024

Speed House (internal)

Works completed and signed off.

Thomas More House (internal)

Clerk of works snagging underway, anticipated completion and sign off due 25/03

Willoughby House (external)

S20 notifications to be shared with households November, works due to start 2025

Willoughby House (internal)

Works complete. Additional work has been identified across the building and is currently being assessed by project team alongside residents' association lead.

There has been a great demand in communications recently and officers are working to answer these queries as soon as possible.

## 6. Tower Lift Replacements

Some of the early contractor engagement saw little interest in the Tower Lift Replacements but with some changes to the working hours, a further process of market engagement has seen much better interest. The tender will now wait until the new Head of Property Services is in post.

## 7. Barbican Future Works Programme

It was agreed to set up a Programme Board of stakeholders before any further work on the future works programme occurs. Terms of Reference have been drafted, reviewed internally by officers and shared more widely with members of the committees. Feedback has been provided and a final draft of the Terms of Reference has been completed, and attached to this report as appendix 1.

## 8. Water Penetration Issues

Officers have been investigating design solutions/remedies to 50 currently identified water penetration issues on the Barbican Estate. Drainage issues and proposed solutions will also form part of the same exercise. The outcome report will include a pricing document enabling contractors to price the work. The pricing document should detail/describe the scope of works, including quantities. The pricing document will feed into the City of London tender documents that will be issued to contractors in June.

## 9. Developing and Recommending a Roof and Balcony Waterproof Membrane Specification

Officers have commissioned a consultant to provide a recommendation for a suitable Cold Pour Waterproof Membrane Specification for the Barbican Estate. The appointed consultant will need to present at least four suitable cold pour options providing the pros and cons of each option, while also making a final recommendation. Information on the warranties and the requirements to maintain the warranties will also need to be provided for each option. The market cost/m2 for each option will also form part of this exercise. Again, the specification for each membrane will feed into the City of London Tender documentation that will be issued to contractors in June.

## 10. Lambert Jones Mews Roof

The anniversary of work completed to Lambert Jones Mews roof drainage is March and costs are being sought to complete cyclical drainage clearance. There are also some minor repairs to be completed and removal of vegetation on the roof areas.

Some shed roofs have blocked drains, but contractors have not been able to access the sheds spaces to access the rainwater services inside.

## 11. Staffing Resources

The Major Works Team have experienced difficulties in recruiting staff to the team but have had two new members of staff working on Barbican Projects allowing projects to progress.

## **Appendices**

Appendix 1: Barbican Future Works Programme - Terms of Reference

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## APPENDIX 1

### Terms of Reference (Final Draft)

#### Barbican Residential Estate Programme Board

The overarching aims of the board are to support the Assistant Director of Barbican Residential Estate in the successful delivery of the Barbican Estate Forward Works Programme and to provide assurance to the Barbican Residential Committee, Barbican Estate Residents Consultation Committee, and all key stakeholders, that the programme is being effectively governed and managed, and that all works proposed within the programme are timely, necessary and delivered in a cost efficient fashion.

#### 1. Membership

Assistant Director of Barbican Residential Estate (Chair)  
Head of Property Services (Barbican) – TBC  
Head of New Developments & Special Projects  
Barbican Estate Project/Programme Managers (as required) – TBC  
Resident Stakeholders – TBC (BRC, RCC, AMWP representatives)  
Programme Board Administrator (Scheduling, Minuting, Agenda Management, Record Keeping)  
Barbican Estate Revenues Manager (as required)  
Head of Finance (Chamberlains) (as required)  
Planning Policy/Heritage (Built Environment) (as required)  
Head of Energy & Sustainability (as required)  
City Solicitors (as required)  
City Procurement (as required)  
Corporate Programme Office (as required)

#### 2. Functions of the Board

To ensure that the roles and responsibilities of its members are clear,

To ensure that programme stakeholders are engaged at a level that is commensurate with their importance to the programme and in a manner that fosters trust,

To ensure that the business case supporting the programme and constituent projects is informed by relevant and realistic information that provides a reliable basis for recommending decisions,

To ensure that the targeted benefits of the programme and key deliverables of its constituent projects are in line with, and contribute to the City's overall business plan, core objectives and published values,

To ensure that the development and delivery of the programme complies fully with the City's project governance procedures, financial and procurement regulations, and legal responsibilities,

To strive to ensure that there is no diminution in property values arising from the programme,

To ensure that the impact on the living conditions of residents in their homes is taken into account and minimised before work is undertaken,

To ensure that the terms and conditions of the lease are complied with at all times and that costs are identified and allocated between the Landlord and Leaseholders and any appropriate 3<sup>rd</sup> party, fairly and in line with its terms,

To review Project Briefings and Gateway reports as required (prior to submission to Committee or delegated authority for approval),

To ensure that appropriate performance measures are set,

To ensure disciplined project management, supported by appropriate methods and controls, is applied throughout the programme lifecycle,

To ensure that the programme is adequately funded and resourced,

To monitor and review progress thereby ensuring that the programme is delivered within its financial limits and operational boundaries,

To provide a forum to enable re-prioritisation of the programme in response to changing circumstances and events,

To ensure that there are clearly defined criteria for reporting programme status and the monitoring and escalation of risks, issues, impacts and mitigations to the levels required by the City for all aspects of the programme,

To encourage best practice and share lessons learnt to improve programme delivery and bolster stakeholder confidence.

To ensure that repairs and cyclical works are aligned with capital works programmes, schedules and procurement exercises.

To review the Asset Management Strategy (due summer 2024) regularly to ensure the aims and objectives are met during the delivery of major and other works to the estate.

### **3. Operations**

The Board will meet monthly in a hybrid format to ensure maximum attendance,

The Board will be chaired by the Assistant Director of Barbican Residential Estate as Senior Responsible Officer for the programme, or nominated deputy in the event of absence,

The Programme Board Administrator will provide a monthly programme/project update report for consideration and approval. The report, meeting agenda, previous minutes and any documents submitted for consideration are to be circulated at least seven days in advance of the meeting,

The Programme Board Administrator will schedule and minute meetings, ensuring robust document management systems are in place to ensure actions and decisions are recorded,

The Programme Board may require additional information on a specific project and require the relevant project manager to attend the board for the purpose of wider discussion,

Members who are unable to attend a meeting are to appoint an alternate to attend in their stead.

#### **4. Member responsibilities**

Individual members of the Board each have a responsibility to:

Understand the programme objectives, scope, costs, benefits, risks and mitigations,

Represent, as appropriate, specific stakeholder interests,

Understand the impact of the programme on the Barbican Estate, ensuring that the programme's objectives are in line with those of the City as a whole,

Understand the impact of the programme on Leaseholders and Residents, ensuring compliance with the terms of the lease,

Understand the impact of Listing requirements on the programme and ensuring compliance,

Helping to identify interdependencies with other programmes and activities,

Helping to identify risks and issues facilitating their management by taking ownership for their resolution, and helping to resolve conflicts between stakeholders which might arise during implementation,

Provide advice and counsel to the Senior Responsible Owner and the delivery team,

Identify, acknowledge and declare any potential or actual conflict of interest in any relevant area,

Help to communicate throughout the wider City Corporation and Barbican Estate residents the programme's purpose and progress,

Make such resources available as are necessary for the completion of agreed work in the programme and projects,

Ensure the delivery standards of programme and projects.