



## Barbican Residential Committee

**Date:** MONDAY, 12 MAY 2025

**Time:** 1.45 pm

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

|  |   |
|--|---|
| Deputy Anne Corbett, Non-resident        | Mercy Haggerty, Cripplegate - Resident      |
| Deputy John Fletcher, Non-Resident       | Adam Hogg, Cripplegate - Resident           |
| Dawn Frampton, Cripplegate - resident    | Sandra Jenner, Aldersgate - Resident        |
| Sarah Gillinson, Cripplegate Resident    | Timothy James McNally, Non-resident         |
| Steve Goodman OBE, Aldersgate - Resident | Mark Wheatley, Non-resident                 |
|  | Deputy Ceri Wilkins, Cripplegate - resident |

**Enquiries:** Rhys Campbell  
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**Ian Thomas CBE**  
Town Clerk and Chief Executive

# **AGENDA**

## **Part 1 - Agenda**

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council dated 25 April 2025.

**For Information**  
(Pages 7 - 8)

4. **ELECTION OF CHAIR**

To elect a Chair in accordance with Standing Order 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIR**

To elect a Deputy Chair in accordance with Standing Order 30.

**For Decision**

6. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on 17 February 2025 as a correct record.

**For Decision**  
(Pages 9 - 20)

7. **OUTSTANDING ACTIONS**

To note the actions tracker for the Barbican Estate Residents' Consultation Committee (RCC) and the Barbican Residential Committee (BRC).

**For Information**

(Pages 21 - 24)

8. **APPOINTMENT OF FORENSIC ARCHITECT (EXPERT WITNESS)**

Report of The Executive Director, Community and Children's Services.

**For Information**  
(Pages 25 - 28)

9. **REPCOM**

Report of The Executive Director, Community and Children's Services.

**For Information**  
(Pages 29 - 32)

10. **THE BARBICAN ESTATE OFFICE GOVERNANCE REVIEW**

Report of The Executive Director, Community and Children's Services.

**For Decision**  
(Pages 33 - 38)

11. **REPAIRS AND MAINTENANCE UPDATE**

Report of The Executive Director, Community and Children's Services.

**For Information**  
(Pages 39 - 40)

12. **MAJOR WORK PROGRAMMES BOARD UPDATE**

Report of The Executive Director, Community and Children's Services.

**For Information**  
(Pages 41 - 42)

13. **LIFT PROJECT - TERMS OF REFERENCE (WORKING GROUP) & STRATEGY UPDATE**

Report of The Executive Director, Community and Children's Services.

**For Decision**  
(Pages 43 - 50)

14. **ASSISTANT DIRECTOR'S REPORT (INC HEATING SURVEY, BRANDON MEWS CANOPY & APP PROJECT)**

Report of The Executive Director, Community and Children's Services.

**For Information**  
(Pages 51 - 56)

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

17. **EXCLUSION OF THE PUBLIC**

**MOTION** - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

**For Decision**

**Part 2 - Non-Public Agenda**

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 17 February 2025 as a correct record.

**For Decision**  
(Pages 57 - 58)

19. **NON-COMPLIANT WAIVER REPORT FOR PROCUREMENT CODE BREACH FOR THE BARBICAN FIRE DOOR REPLACEMENT PROGRAMME**

Report of the Executive Director, Community and Children's Services.

**For Decision**  
(Pages 59 - 66)

20. **BARBICAN FIRE DOOR REPLACEMENT PROGRAMME**

Report of the Executive Director, Community and Children's Services.

**For Decision**  
(Pages 67 - 82)

21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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|-------------|---|
| KING, Mayor | <b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 <sup>th</sup> April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026. |
|-------------|---|

## **BARBICAN RESIDENTIAL COMMITTEE**

### 1. **Constitution**

A Non-Ward Committee consisting of,

- 7 Members who are non-residents of the Barbican Estate elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- 2 Members nominated by each of the following Wards/Sides of Ward:-
  - Aldersgate
  - Cripplegate Within
  - Cripplegate Without
- the Chairman or Deputy Chairman of the Community & Children's Services Committee (ex-officio)

The Chairman and Deputy Chairman of the Committee shall be elected from the Members who are non-residents of the Barbican Estate.

### 2. **Quorum**

The quorum consists of any three Members who are non-residents of the Barbican Estate.

### 3. **Membership 2025/26**

#### **Non-Residents:-**

- 4 (4) John William Fletcher, Deputy
  - 8 (4) Mark Raymond Peter Henry Delano Wheatley
  - 4 (3) Timothy James McNally
  - 4 (2) Anne Corbett, Deputy
  - 1 (1) Dawn Frampton *for two years*
  - 1 (1) Ceri Edith Wilkins, Deputy
- Vacancy*

#### **Residents:-**

Nominations by the Wards of Aldersgate and Cripplegate (Within and Without), each for the appointment of two Members:

#### **Aldersgate**

Steve Goodman OBE  
Sandra Jenner

#### **Cripplegate (Within and Without)**

Adam Michael Hogg  
Mercy Haggerty  
Sarah Helen Gillinson  
*Vacancy*

together with four Members to be appointed this day, and the ex-officio Members referred to in paragraph 1 above.

### 4. **Terms of Reference**

To be responsible for:-

- (a) the oversight for the governance and scrutiny of the management of all completed residential premises and ancillary accommodation on the Barbican Estate, e.g. the commercial premises, launderette, car parks, baggage stores, etc. (and, in fulfilling those purposes, to have regard to any representations made to it by the Barbican Estate Residents' Consultation Committee);
- (b) the disposal of interests in the Barbican Estate pursuant to such policies as are from time to time laid down by the Court of Common Council.

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## **BARBICAN RESIDENTIAL COMMITTEE**

**Monday, 17 February 2025**

Minutes of the meeting of the Barbican Residential Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 17 February 2025 at 1.45 pm

### **Present**

#### **Members:**

Mark Wheatley (Chair)  
Helen Fentimen OBE JP  
John Foley  
Dawn Frampton  
Steve Goodman OBE  
Michael Hudson  
France Leach  
Timothy James McNally  
Paul Singh

#### **In Attendance**

Anne Corbett (Deputy Chair)  
Ceri Wilkins  
Sandra Jenner (Chair, RCC)  
Adam Hogg (Chair, Barbican Association)

#### **Officers:**

|                       |   |
|-----------------------|---|
| Judith Finlay         | - The Executive Director, Community and Children's Services |
| Dan Sanders           | - Assistant Director, Barbican Estate                       |
| Mark Jarvis           | - Head of Finance, Chamberlains Department                  |
| Michael Gwyther-Jones | - Head of Services, Community and Children's Services       |
| Dan Castle            | - Community and Children's Services                         |
| Owen Doyle            | - Community and Children's Services                         |
| Arjan Johal           | - Town Clerk's Department                                   |
| Callum Southern       | - Town Clerk's Department                                   |

### **1. APOLOGIES**

There were no apologies for absence.

### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

### **3. MINUTES**

RESOLVED, that – the public minutes and non-public summary of the previous meeting held on 16 September 2024 were approved as a correct record.

### **Matters arising**

- A Member raised a concern that the Barbican Fire Doors Project had not been completed yet despite being an area of concern for some years.
- In response to question raised about Blake Tower, the Executive Director, Community and Children's Services advised the Committee that officers were working closely with residents and members to ensure that issues at Blake Tower were being addressed. However, the legal case was in abeyance until further work had been completed.
- The issue concerning "Grace and Favour Flats" was raised, however The Executive Director, Community and Children's Services advised the Committee that this was not a matter for the Assistant Director, Barbican Estate to progress further with however an update would be provided at a subsequent meeting.

#### **4. BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE MINUTES**

The Chair of the Barbican Resident's Consultation Committee was invited to speak on matters relating to the most recent Barbican Residents Consultation Committee (RCC) meeting. Members noted the following:

#### **Reporting Committee – Draft Terms of Reference**

Members of the RCC were in favour of approving the draft Terms of Reference for the Reporting Committee.

#### **Major Works Programme Board – Lift Tower Report**

The Chair, RCC explained to Committee that residents of the towers listed within the report had scrutinised the report heavily due to the large sums of money required for the full capital replacement of the tower lifts. Residents were surprised that the cost had increased from £1.5 Million to £2.65 Million, and wondered if this increase was due to the delay of the commencement of this project, and further concern was raised regarding the issue of payment since the Chair noted that residents would find these payments "very difficult" to meet. However, it was agreed that a report would be submitted at the next RCC meeting detailing further payment options. A working group, comprising of residents from each of the three towers and officers, was expected to be established also.

#### **Barbican Podium - Waterproofing**

The Chair, RCC highlighted the redacted version of the Barbican Podium II report and Members were disappointed to learn that other Committees had been given sight of an unredacted version in the public domain. However, shortly after the meeting of the RCC, Members were provided with an unredacted version of this report. The Assistant Director suggested that in future non-public reports which required residents' would require for a tailored report to be submitted instead.

RCC Members were frustrated that it had taken some time for the project to be underway and problems with costs were mentioned. The artwork included in the project was identified as a component which could be removed if an exercise to reduce the project's cost was needed. RCC Members were given assurances that the 14 vents being removed from Beech Street Tunnel would not affect levels of emissions since these vents were already inactive.

### **Service Charge Expenditure and Income Account**

RCC Members were pleased to receive a budget which displayed a reduction of £2.4 Million and more transparency given to the Service Charge Working Party compared to the previous year. However, Members were concerned about the £1.3 Million charge for overheads.

The Chair, RCC reminded Members of the previous RCC meeting held in January 2024 where a discussion was held on the problems regarding the budget and it was agreed that a representative of the Chamberlain's Department would conduct a "root and branch" review, however this did not occur and instead had been conducted by the BEO.

The Chair, BRC advised the Committee about resident payment plans that if residents were to experience any financial difficulties that they should contact the BEO and seek support.

The Chair, BRC thanked Sandra Jenner in her capacity as the Chair, RCC and noted that it was a "privilege and a pleasure" working alongside her. The Chair, RCC thanked the BRC for the time and consideration given to address difficult issues relating to the Barbican Estate.

## **5. OUTSTANDING ACTIONS**

Members noted the actions tracker. During the discussion the following point were raised:

1. The Assistant Director, Barbican advised the Committee that the Anti-Social Behaviour Report and Asbestos Report shall be submitted to the BRC in Q2, April 2025. He also noted a correction at point three of the report as it should be written '24/25' and not '23/24'.
2. The Purchase Power Agreement (PPA) non-consumer blocks were still being assessed and once confirmed then this would be included onto the Action Tracker.
3. There was an underspend in the previous year's budget which explained the variance of the £575,000 for Repairs and Maintenance in the 2023/24 outturn report.
4. A Member was concerned about the length of time taken to complete several actions listed on the action tracker with some actions dating to

March 2020. The Chair did highlight that there were some deficiencies prior to the Assistant Director's arrival at the City Corporation but these actions were now being attended to. The Assistant Director did explain that some actions listed were projects, such as the Barbican Podium Project, which spanned across years and remained on the action tracker to keep Members informed.

5. Regarding the Barbican Fire Door Replacement Project, the Assistant Director confirmed that officers were still on track to complete this project within the given timeline and many fire door tests had been conducted in the past 18 months. A Member asked if the fire door tests were still being conducted in Poland and what difficulty this would pose since the UK was not a part of the EU. The Assistant Director confirmed that all fire door testing had primarily been concluded and due to the long UK waiting list for tests such as these it was more beneficial to utilise the external market overseas. One test, a smoke test of the letter plates and panels, was left before a door set would be manufactured and affixed to one of the Barbican tower apartments for review in June 2025, and this door would be the basis for the project to move forward. It was agreed that Members would be given notice of where the fire doors would be manufactured.

## **6. REPORTING COMMITTEE UPDATE - TERMS OF REFERENCE**

The Committee received a report of The Executive Director, Community and Children's Services in respect of an update of the Reporting Committee and its Terms of Reference.

The Assistant Director advised the Committee that there was an amendment to the term 'AMWP' which had been changed to the 'Monitoring Committee' and that paragraph 30 listed within the report was being reviewed by Comptrollers at the time of this meeting.

RESOLVED, that – Members agreed the final draft of the BEO Reporting Committee's Terms of Reference.

## **7. MAJOR WORKS PROGRAMME BOARD - LIFT TOWER REPORT**

The Committee received a report of the Executive Director, Community and Children's Services in respect of Major Works Programme Board and a recommendation of a full capital replacement of the tower lifts situated on the Barbican Estate.

The Assistant Director advised the Committee that industry consultants had reviewed the tower lifts and despite an early modernisation project undertaken in the early 2000's there was ongoing difficulties to maintain the lifts and its components, therefore it was recommended to proceed with a full capital replacement of all lifts. He confirmed that a working group had been set up and discussion with this group and residents of the towers was expected to take place to provide further context and reasoning(s) for a full capital replacement would

be explained. It was confirmed that the financial costs for leaseholders would be spread over two years with replacements to two lifts per tower in year two, one lift per tower in year three and specifying and tendering of the project would take place in year one.

A Member asked if there were any further comments regarding the additional costs of £2.65 Million as opposed to £1.5 Million and acknowledged that often lifts were already out of action in the towers which could cause some difficulties in year two and three of the project. The Assistant Director was aware of the performance of the tower lifts and this was specified to the lift consultant (ILEX) that it was essential to retain the critical spares from the first lift undergoing a replacement so that parts could be used to support another lift if it were to be temporarily out of action. Programming and prioritisation would be at the forefront of the project and data would be used to prioritise the lift with the most breakdowns and outages to ensure vertical transportation in all towers were maintained. The Assistant Director agreed that further investigatory work needed to take place to determine definitively the costs of the project and he shall update the Committee at a later date. The Committee were keen to see alternative recommendations or proposals if there was to be change in costs. A Member asked if the project could be spread over three years to alleviate the pressure of costs on leaseholders, the Assistant Director explained that the reliability of the lifts were poor and the BEO was keen to improve this as quickly as possible instead of extending the project for a third year.

In response to a question relating to the condition of lifts situated in the terrace blocks, the Committee was advised that reports were commissioned by ILEX for every lift within residential buildings on the estate and this was expected to be completed by end of March 2025 with 80% being completed at the time of this meeting. Tower lifts were progressed first due to their difference in size and the amount of floors which they served, and the terrace blocks' lifts would be progressed as a separate project with an estimated 70 lifts to be repaired or replaced. Structural surveys had been conducted on the tower lifts and their lift wells, visibly, were given early indication that they were in good condition however this would be reviewed more intensively at a later stage of the project. A Member asked if this could be included in the project's risk register.

The Assistant Director was advised that support available was via the Community and Children's Services for expensive projects in relation to the City Corporation's housing estates.

RESOLVED, that – Members approved the recommended expenditure of £75,000 (£25,000 per tower) draft the specifications and carry out the tender exercise.

## **8. TRANSFORMATION PROGRAMME UPDATE**

The Committee received a report of the Executive Director, Community and Children's Services in respect of the Transformation Board Programme Update.

A Member noted that although appendix one (Transformation Progress Review) was in the process of being printed, the document contained Common Councillors who would be standing for election in March 2025. Therefore, he wondered if it would be more appropriate to distribute after the election. The Executive Director, Community and Children's Services confirmed that it was their intention distribute prior to the election period however noting Members comments it was decided to delay distribution of the Transformation Progress Review and if possible, to investigate whether Common Councillors' names could be removed from the document.

RESOLVED, that – the report and its contents be noted.

**9. BRANDON MEWS CANOPY - OPTIONS APPRAISAL**

The Committee received a report of The Executive Director, Community and Children's Services in respect of the Brand Mews Canopy.

The Assistant Director advised the Committee that Brandon Mews Canopy was in need of repair and replacement in some areas and a study would be required from Avanti to assess all options available, and to determine where funds would be allocated. Avanti were to determine if the lack of maintenance had an impact on its life cycle.

A Member was concerned about the cleaning of the barrels affixed to the Canopy and wanted officers to be mindful of this, however the Assistant Director confirmed that the cleaning strategy would be a large feature of this project and advised that Avanti would explore all options available to determine best functionality for the canopy.

RESOLVED, that – Members approved £365,000 of spending from the City Corporations fund on the proposal for Avanti to carry out an options appraisal of Brandon Mew Canopy.

**10. SERVICE CHARGE EXPENDITURE AND INCOME ACCOUNT - LATEST APPROVED BUDGET 2024/25 AND ORIGINAL BUDGET 2025/26**

The Committee received a report of The Executive Director of Community & Children's Services in respect of the original budget for 2024/25 and 2025/26 for revenue expenditure included within the service charge in respect of dwellings.

The Assistant Director explained the source of saving £2.4 Million, rounded to the nearest £10,000, listed within the report with £500,000 derived from utilities savings since the City Corporation had a power purchase agreement in place with energy being purchased on a kilowatt per hour basis. The projects budget was reduced by £850,000 since the BEO had switched their focus to three key objectives for the year 2025; delivery of a planned preventive maintenance program, development of a contracts matrix and a capital expenditure programme for 25 years. The BEO had taken the decision to remove any non-urgent project works for this year and would evaluate and create a capital expenditure plan, in consultation with leaseholders, residents and the BRC. The

sum of £1.125 Million derived from the reduction to repairs and maintenance charges.

The Chair, BRC asked for further clarification on the concern raised by the Chair, RCC regarding the sum of £1.3 Million listed in appendix two and if greater assurance could be provided to confirm the justification for this cost. The Assistant Director advised that the Chamberlain's Department were reviewing overheads within all City Corporation's Departments and further clarity would be provided to leaseholders to justify the figures within the £1.3 Million breakdown detailing the services and departments which supported the Barbican Estate. Due to both time and resourcing constraints officers were unable to provide Members with the percentage allocations and rationale for these figures at the time of this meeting but the Chamberlain's Department were undergoing a full review. The Head of Finance advised the committee that the Chamberlain's Department remained committed to being as transparent as possible and that a report would be brought to the attention of the Service Charge Working Party for review once available. A Member asked for further clarification on the data listed within both appendix two and three, and they were advised that appendix two noted the corporate recharge and appendix three incorporated £1.3 Million as an ancillary overhead of the staffing costs which had caused some confusion.

A Member mentioned Barbican long leases and noted that there was a provision in addition to the service charge expenditure for a management fee and the Royal Institution of Chartered Surveyors (RICS) Code was mentioned. The Assistant Director agreed that a breakdown of the sum of £1.3 Million needed be undertaken as soon as possible and shared with leaseholders.

A Member was opposed to the term 'latest approved budget' and asked for officers to take a more commercial approach since budgets could not be rewritten partway through a financial year. He advised that this topic had been raised at several other Committee meetings in the past, including the Finance Committee. The Head of Finance took note of this and agreed to inform colleagues within the Chamberlain's Department.

Further clarity regarding cleaning costs, general repairs and redecorations was asked and it was explained that the £70,000 allocated to cleaning costs was a mis budget for the previous year since National Insurance had been overbudgeted. £1 Million was sourced from new management, practices, contractors and KPI's and no internal or external maintenance would take place in the following year to ensure a capital expenditure plan could be drafted and issued to leaseholders.

RESOLVED, that – Members reviewed the provisional 2025/26 net £Nil revenue budget and approved the budget for submission to the Finance Committee, and authorised the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews, and corporate projects.

## **11. REVENUE AND CAPITAL BUDGETS - LATEST APPROVED BUDGET 2024/25 AND ORIGINAL 2025/26**

The Committee received a report of the Chamberlain in respect of the annual submission of the revenue and capital budgets overseen by the Barbican Residential Committee seeking approval for the provisional revenue budget for 2025/26, for subsequent submission to the Finance Committee.

The Head of Finance advised the Committee of the non-service charge budget estimates for 2025/26 which showed a total net expenditure of £3,255,000 which was a decrease of £109,000 compared to the budget of the current year. The lower supplementary revenue project costs were noted as a substantial reason for this decrease.

A Member asked if 595 unused spaces in car parking and asked officers to explain the reasoning for this, and if spaces could be let out externally. Similarly, there were 201 unused baggage stores. The Assistant Director admitted that the BEO was aware that the redundant space and this needed to be reviewed. However, there were cheaper car parks within the area which explained partially the reasoning for this and the BEO were aware that there was a large amount of unused space and little uptake.

RESOLVED, that – Members reviewed the provisional 2025/26 revenue budget and approved this budget for submission to the Finance Committee, reviewed and approved the draft capital budget, and authorised the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews including corporate projects.

## **12. BARBICAN ESTATE OFFICE RESTRUCTURE**

The Committee received a report of the Executive Director, Community and Children's Services in respect of the restructuring of the Barbican Estate Office.

The Assistant Director made a point of clarification in relation to eight existing estate concierges who'd be given light managerial duties such as sickness, absence and cover. They'd be allocated four to six hours a week and would operate in a more senior role compared to their peers whilst also providing a pathway from frontline services into the BEO. Previously, the management ratio was 1:30 and this would be changing to 1:8.

In respect of Garchey workers, a Member was keen for explanation for the number of Garchey workers given that there was a decrease in the number of Garchey systems on the estate. Members were advised that there was a total of three Garchey workers at the time of this meeting and that Garchey system concerned not only domestic waste disposal through sinks but also disposal of waste for all rainwater with an over 50% estimated to still be in use. In response to this a Member asked if this rainwater could be used for other purposes such



as gardening or other parts of the City. The Assistant Director had begun working with Assistant Director, Garden and Environment on this however there was some intricacies involved with the system due to its unpopularity and contingencies would need be put in place if it were to be used for this purpose.

RESOLVED, that – the report and its contents be noted.

**13. BARBICAN COMMERCIAL ARREARS**

The Committee received an annual report of the Executive Director, Community and Children's Services advising Members of the current arrears in respect of commercial property tenants on the Barbican Estate and the action being taken with these arrears.

RESOLVED, that – the report and its contents be noted.

**14. BARBICAN APP**

The Committee received a verbal update from the Assistant Director in respect of the Barbican App.

An "opt out" letter had been sent out to all leaseholders to express their desire to not be included with the Barbican App in line with GDPR requirements. However, at the time of this meeting only a small number of leaseholders had taken the decision to opt out.

A pilot in Thomas Moore House was expected to take place in March 2025 and a version of the App would be available for Members to review in April 2025.

**15. REPAIRS & MAINTENANCE MOBILISATION**

The Committee received a verbal update from the Assistant Director in respect of Repairs & Maintenance Mobilisation.

The BEO were firmly in demobilisation with the incumbent contractor and supply chain risk had been identified and managed by the Contract Manager. Also, onboarding with Chigwell and Elkins had taken place for lot two and lot three with the Assistant Director having seen "good work" from officers in terms of monitoring and integration of the City Corporation's IT systems.

**16. RECRUITMENT**

The Committee received a verbal update from the Assistant Director in respect of BEO recruitment.

The Assistant Director introduced Owen Doyle as the new Head of Property Services and welcomed his wealth of experience and qualifications and was happy to have him onboard. He also noted that a Project Manager would be starting in May 2025 and would be responsible for the BEO's Capital Expenditure

Plan. Interviews for the position of Service Charge and Revenues Manager was expected to take place on 7 March 2025.

The Chair welcomed Owen and all new Members of the BEO team.

**17. WATER PENETRATION**

The Committee received a verbal update from the Assistant Director in respect of Water Penetration.

The Assistant Director advised the Committee that work was being undertaken in terms of drainage from balconies, windows and roofs. Whilst work was progressing in the right directions there was still much left to do and the BEO had been positively engaged with the RCC and sub groups and the newly formed Monitoring Committee and Major Works Programme Board.

The Chair thanked the Assistant Director for the amount work achieved on this since further problems were identified upon investigation, however he had clarified and addressed problems in a “thorough fashion”.

**18. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

In response to a question raised by the Deputy Chair regarding the Barbican Heating Study, the Assistant Director advised the Committee that the study intended to developed a heating information model of three residential buildings that would feature as the pilot study. Some volunteers from these buildings had been selected and sensors would be fitted into selected apartments, and drone surveys and air pressure tests would be conducted to identify the ongoing heating system issue. The Assistant Director suggested that a data-driven approach was necessary to tackle this issue.

**19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

The Chair raised his concern regarding issues in relation to lease enforcement within the Barbican Estate and asked the Assistant Director to provide further comments on this matter. The Committee was advised that issues regarding lease enforcement had been addressed sporadically across the estate, and it was clear that ultimately lease enforcement guidance should be reviewed and published. A Member advised that officers would be able to locate further information on how to address lease enforcement in the BRC minutes from a previous meeting seven years prior to this meeting since the BRC discussed this previously.

The Chair thanked Members and officers for supporting him during his terms as Chair of the BRC and acknowledged the Committee’s profound responsibility. He noted that it was a privilege to be a part of the transformation in resident engagement helping to attain more efficient communication between residents and officers compared to previous years.

Members thanked the Chair for his contributions to the BRC and the Barbican Estate and noted that his significant leadership helped to facilitate great improvements to the Barbican Estate.

The Executive Director noted her thanks, on behalf of officers, especially in relation to the Chair's work on the Transformation Board over the previous 18 months.

**20. EXCLUSION OF THE PUBLIC**

RESOLVED, that – under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

**21. NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the previous meeting held on 16 September 2024 were approved as a correct record.

**22. NON-PUBLIC APPENDIX - BARBICAN COMMERCIAL ARREARS**

The Committee noted the non-public appendix in relation to Barbican commercial arrears.

**23. REPORT OF ACTION TAKEN BETWEEN MEETINGS**

The Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk outside of the Committee's meeting schedule, in consultation with the Chairman and Deputy Chairman of the Barbican Residential Committee, in accordance with Standing Order No. 41(a).

RESOLVED, that – the report and its contents be noted.

**24. BARBICAN PODIUM WATERPROOFING, DRAINAGE AND LANDSCAPING WORKS**

The Committee received a report of the Executive Director, Community and Children's Services in respect of the Barbican Podium Waterproofing, Drainage and Landscaping Works.

RESOLVED, that – the report and its contents be noted.

**25. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

**26. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no non-public urgent items of business.

**The meeting ended at 3.39 pm**

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Chairman

**Contact Officer: Rhys Campbell**  
**Rhys.Campbell@cityoflondon.gov.uk**

| Outstanding and Completed Action Points |                           |  |  |                   |                  |   |
|---|---------------------------|--|--|-------------------|------------------|---|
| No                                      | Date Raised               | Action   | Responsibility                           | Original Due Date | Current Due Date | Progress  |
| 1                                       | Nov 22                    | <b>Lambert Jones Roof:</b> Leaseholders met with AD in December 24 and contracts manager is currently working with the incoming waterproofing contractor (Elkins) to establish a plan.   | D Sanders<br>E Doyle<br>via <b>MWPB</b>  | 01-Apr-25         | 01-Jun-25        | Apr -25 Now Elkins have been onboarded the HOPS will be undertaking this review as a priority.  |
| 2                                       | 04/09/2023<br>(Minute 9)  | <b>Barbican Estate Redecoration Programme 2020-25</b><br>It was noted at the SLWP there was still some work to be done and the action was for Dan Castle and Dan Sanders to pro-actively reach out to all chairs and create a final snagging document to be presented to committee in May 2025.  | D Sanders<br>D Castle<br>via <b>SLWP</b> | 31-May-25         | 01-Aug-25        | Apr -25 Dan, Dan and Eion have made good progress with Willoughby House with a written and established plan. There have also been further progression on Gilbert House, we acknowledge a more holistic review to capture all outstanding actions still needs to take place post contract as well as a review of project management funding. |
| 3                                       | 04/09/2023<br>(Minute 10) | <b>Barbican Estate Major Works Five-Year Asset Management Programme</b><br>The new Head of Property Services alongside the contracts manager have been tasked with producing a 25-year capital expenditure plan which will have a detailed focus on the next 5 years and a longer term assessment of the remainder.<br>We are working with the MWPB to deliver this in Summer 25. It will enable better planning for the BEO and it will be published to support leaseholders personal financial planning. | D Sanders<br>E Doyle<br>via <b>MWPB</b>  | 01-Sep-25         | 01-Sep-25        | Apr -25 In progress.  |
| 4                                       | 25/04/2024<br>(Minute 13) | <b>Antisocial Behaviour on the Barbican Estate:</b> The Executive Director agreed to investigate whether the policy for HRA properties could be applied to the Barbican Estate.  | D Sanders                                | 28-Apr-25         | 01-Aug-25        | Apr -25 The Assistant Director, Barbican advised the Committee that the Anti-Social Behaviour Report and Asbestos Report shall be submitted to the RCC in Q3, April 2025.   |
| 5                                       | 25/11/2024<br>(Minute 3)  | <b>Barbican App:</b> The status of the Barbican App to be included in the action tracker also and further details regarding the number of residents on the mailing list to be incorporated   | D Sanders                                | 28-Apr-25         | 01-Jun-25        | Apr -25 We have delayed the launch of our Barbican App due to resource constraints impacting the project. We are now strategically timing the launch with the issuing of our new communication strategy. We anticipate this will be within the next 6-8 weeks.  |
| 6                                       | 02/09/2024<br>(Minute 12) | <b>Hays Agreement:</b> It is the intention of the City to submit a retrospective dispensation application  | D Sanders                                | 01-Jan-25         | N/A              | Apr -25 The City have submitted their dispensation applications   |
| 7                                       | 02/09/2024<br>(Minute 13) | <b>Asbestos:</b> The Assistant Director confirmed that a full report would be brought to Committee at a future meeting detailing costs and who was liable for them and how this project affected other ongoing projects on the Barbican Estate most particularly the fire door replacements programme and meter installations.   | D Sanders<br>via <b>MWPB</b>             | 01-Jan-25         | 01-Jun-25        | Apr -25 Following on from the issues reported in Sep 2024 the BEO are reviewing, under urgency, what works need to be done and the associated timeframes of the same.   |

| No | Date Raised               | Action  | Responsibility          | Original Due Date | Current Due Date | Progress   |
|----|---------------------------|---|-------------------------|-------------------|------------------|--|
| 8  | 25/11/2024<br>(Minute 4)  | <b>Repair Invoices:</b> Asked if leaseholders would receive an invoice for any repairs undertaken and the Assistant Director would review if this was possible to ensure positive collaboration with leaseholders continued.  | D Sanders<br>via RepCom | 01-Jan-25         | 01-Jun-25        | Apr -25 The Committee were advised that work was being undertaken with a new contractor and report on how this would work in practice was expected to be brought to Committee at a later date. Report within agenda pack for this meeting.   |
| 9  | 25/11/2024<br>(Minute 6)  | <b>Service Charge Outturn Report:</b> A Member asked for further clarity on the £575,172 difference listed for general repairs and the Assistant Director agreed to investigate further since there could be multiple contributing factors which could explain this figure.   | D Sanders<br>via SCWP   | 01-Apr-25         | 01-Aug-25        | Apr -25 To come back to the August 25 meeting.   |
| 10 | 25/11/2024<br>(Minute 7)  | <b>Purchase Power Agreement:</b> The Member asked if credit(s) attributed to non-residential blocks were used to offset estate expenditure and officers agreed to investigate further and provide clarity to Members on which switch rooms had been credited.   | D Sanders<br>via RepCom | 01-Apr-25         | 01-Aug-25        | Apr -25 The Purchase Power Agreement (PPA) non-consumer blocks were still being assessed   |
| 11 | 25/11/2024<br>(Minute 15) | <b>Ombudsmen Paper:</b> At the pre-meeting of the RCC it was agreed that further time was needed to consider the proposal and there was an expectation that a further report would be submitted at the next RCC meeting. The Deputy Chair confirmed that the proposal would be discussed at the next SLWP meeting and those who were interested were encouraged to get involved. The Chair further advised that legal advice should be sought from the Federation of Private Residents' Association when considering this proposal. | D Sanders<br>via SCWP   | 28-Apr-25         | 28-Apr-25        | Apr -25 Following committee discussion in Nov 24 the SLWP have considered the proposal at its latest meeting and were not able to conclude, there is a future meeting being scheduled in person to review again with a view to have a recommendation for the RCC/BRC in April/May. |
| 12 | 25/11/2024<br>(Minute 16) | <b>Apportionment Review:</b> Officers confirmed that an apportionment review shall be incorporated, and its findings shall be reported back to the Committee.   | D Sanders<br>via SCWP   | 01-Dec-25         | 02-Dec-25        | Apr -25 The Apportionment Review of Service Charges would be undertaken in consultation with the Service Charge Working Party  |
| 13 | 03/02/2025<br>(Minute 5)  | <b>Repair Orders:</b> A Member noted that the report on repairs orders showed that there were five houses in one quarter which had significantly more orders than the rest. The Assistant Director agreed to follow up outside of the meeting but recognised that there were various reasons why certain blocks may have disproportionate orders.   | D Sanders<br>via SLAWP  | 01-Aug-25         | 02-Aug-25        | Apr -25 Review to take place with SLWP prior to August RCC/BRC   |

| No | Date Raised               | Action   | Responsibility        | Original Due Date | Current Due Date | Progress  |
|----|---------------------------|--|-----------------------|-------------------|------------------|---|
| 14 | 03/02/2025<br>(Minute 7)  | <b>Tower Lifts:</b> A Member asked why the replacement of lifts at Cromwell Tower was £20,000 cheaper compared to other lift replacements. The Assistant Director agreed to investigate further, however attributed this decrease to a lift component. A Member asked whether Grants for improving disabled access were available and whether this could be classed as a landlord improvement. The Assistant Director agreed to investigate further. | D Sanders<br>via MWPB | 01-Apr-25         | 01-Apr-25        | Apr -25 Report within this agenda pack.   |
| 15 | 03/02/2025<br>(Minute 9)  | <b>Brandon Mews Canopy:</b> The Assistant Director provided the Committee with an update regarding an options appraisal and impact assessment of the canopy which was to be conducted by Avanti. This was proposed to be City Funded, however any work resulting from this appraisal would be based upon Avanti recommendations.   | D Sanders<br>via MWPB | 01-Aug-25         | 01-Aug-25        | Apr -25 Update within this agenda pack.   |
| 16 | 03/02/2025<br>(Minute 10) | <b>Podium Works:</b> Further questions were prompted by Members and it was suggested that these questions be collated post-meeting and shared with the Planning Department for further comment.  | D Sanders             | 01-Apr-25         | 01-Aug-25        | Apr-25: It is noted that the Barbican Association has a Planning & Licensing Sub-Committee, who are responsible for matters such as the plans for the Podium refurbishment. Jane Smith has confirmed that enquires regarding planning can be sent to her.<br>Proposed Closed. |
| 17 | 03/02/2025<br>(Minute 18) | <b>Heating Study:</b> The Assistant Director asked for volunteers from Shakespeare Tower, Defoe House and Speed House for the Barbican Heating Study.  | D Sanders             | 01-Aug-25         | 01-Aug-25        | Apr -25 Update within this agenda pack.   |
| 18 | 03/02/2025<br>(Minute 19) | <b>Charges for Support Services:</b> The Assistant Director stated that the percentage allocations and rationale for these figures were not provided but the Chamberlain's Department were undergoing a full review which would be submitted to the Service Charge Working Party and then the RCC.   | D Sanders<br>via SCWP | 01-Aug-25         | 01-Aug-25        | Apr -25 Update within this agenda pack.   |
| 19 | 03/02/2025<br>(Minute 19) | <b>Repair Costs:</b> The Assistant Director Director provided assurance that the new structure would be cost-neutral or lower than the pre-Altair costs (adjusted for changes to pay scales) and a full comparison would be brought to the Committee upon conclusion of the consultation period.   | D Sanders<br>via SCWP | 01-Sep-25         | 01-Sep-25        | Apr -25 In progress.  |

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| <b>Committees:</b><br>Barbican Residential Consultation Committee<br>Barbican Residential Committee | <b>Dated:</b><br>28 April 2025<br>12 May 2025   |
| <b>Subject:</b><br>Appointment of Forensic Architect (Expert Witness)                               | <b>Public</b>   |
| <b>This proposal:</b>   | To approach Forensic Architect (expert witness) for expressions of interest relating to a review of work on BJH |
| <b>If so, how much?</b>   | N/A   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                       | N/A   |
| <b>Report of:</b> The Executive Director of Community & Children's Services                         | <b>For Information</b>  |
| <b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate                         |   |

## Summary

It has been agreed that an Expert Witness will be appointed by the CoLC to determine liability and magnitude of costs related to the rectification of the problems with the fabric of Ben Jonson House. If appropriate, the findings will be extrapolated across the Barbican Estate, although it is recognised that some additional work might be needed to reflect the specific circumstances of the other block and, in particular, the towers, mews and houses.

Care will be taken to ensure that the architectural expert witness is as independent as possible and that the findings will be reported to both the CoLC and the leaseholders.

At this point in time, we are going out to seek expressions of interest from reputable architectural/surveying firms that can also act as expert witnesses if required, this paper seeks no formal decision, that will come when the finalised scope and agreed ToR are prepared. The following is an outline of the brief for the expert witness.

## Main Report

The CoLC seeks to gather expressions of interest from forensic architects (expert witness) carry out the following:

- Investigate and determine liability for costs, and
- Identify the associated costs for rectification of all issues caused by poorly informed works, or negligence of maintenance with the fabric of BJH.

The Expert Witness should consider the special nature of the materials used, the Grade II designation of the building and how poorly informed works diminish the longevity of the primary building fabric.

### **Scope**

The appointed Expert Witness will investigate all areas of the fabric of the building which the freeholder (CoLC) oversees the repair and maintenance on behalf of the leaseholders: this would include the external envelope, all systems and services linked with the building such as water shedding, and any other element for which the freeholder has responsibility.

### **Key Questions**

#### **Technical Design (RIBA Stage 4):**

- Were the architectural services provided in the technical design of the roof, waterproofing to balconies on the 6th and 7th floor, drainage strategy, and windows on the 6th, 7th and 8th floors negligent?
- Did they fail to meet best practice / industry standards?
- Was there a breach of legal or lease requirements?
- Did the City of London have a qualified person signing off the technical design on behalf of themselves, as client?

#### **Supervision of Construction/Installation (RIBA Stage 5+):**

- Was the supervision of the construction / installation phase of the roof, waterproofing to balconies on the 6th and 7th floor, drainage strategy, and windows on the 6th, 7th and 8th floors negligent?
- Did it fail to meet best practice / industry standards?

#### **Post-Construction Maintenance & Repairs:**

- Have the CoLC and its agents been negligent in the provision and supervision of maintenance and repairs to the fabric of the whole building, for example the roof coverings, waterproofing to balconies or other areas, the drainage strategy, and windows or any other part of the building?
- Did the CoLC fail to meet best practice with commissioning or instructing works, did they meet industry standards?
- Was there any breach of listed building guidelines, legal or lease requirements?

#### **Management of Warranties:**

- Have the CoLC and/or its agents been negligent in the supervision and management of the warranties purchased for BJH post- construction?
- Did the CoLC fail to meet best practice or industry standards?
- Was there any breach of legal or lease requirements?

## Review Process

The review will include:

- **Site Inspections:** Visual and intrusive inspections of the building: external envelope, common parts, and all associated. This could be a RIBA Stage 2 condition survey with defects recorded by element with measurable quantities.
- **Documentation Review:** Review of leaseholder and Corporation-held documentation (approximately [250] documents, containing approximately [700] pages).
- **Interviews:** Interviews with approximately 15 leaseholder representatives and COLC employees.
- **Lease Review:** Examination of lease agreements, and the COLC's responsibility to maintain the listed building.

Proposal and Fee -The CoLC requests a high-level proposal and associated fee for this work. A more detailed scope will be provided as part of the tendering process.

## Key Considerations

- **Specificity and Accuracy:** The brief emphasises the need for specific and accurate language in setting out the findings.
- **Expertise:** The appointed Expert Witness is not expected to have a background in landlord / leaseholder requirements. This aspect will be addressed separately. They should have conservation accreditation, an excellent knowledge of C20 building materials and forensic examination techniques. They should understand listed buildings and how works can both reinforce as well as negate the statutory designation.
- **Transparency and Communication:** Clear communication and transparency are essential throughout the investigation process to ensure all stakeholders are informed and involved.

## Conclusion

The appointment of an Expert Witness to investigate and determine liability for the condition of the fabric of BJH is a critical step in addressing the restitution process. The investigation will provide clarity on the responsibilities for costs and will provide a foundation for the ensuing rectification work.

Contact: Daniel Sanders – [dan.sanders@cityoflondon.gov.uk](mailto:dan.sanders@cityoflondon.gov.uk)

**Daniel Sanders – Assistant Director – Barbican Estate**

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|---|--------------------------------|
| <b>Committees:</b><br>Barbican Estate Residents Consultation Committee        | <b>Dated:</b><br>28 April 2025 |
| Barbican Residential Committee  | 12 May 2025                    |
| <b>Subject:</b><br>RepCom   | <b>Public</b>                  |
| <b>This proposal:</b>   | Report of RepCom               |
| <b>If so, how much?</b>   | N/A                            |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b> | N/A                            |
| <b>Report of:</b> The Executive Director of Community & Children's Services   | <b>For Information</b>         |
| <b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate   |                                |

## Summary

Since the last RCC/BRC RepCom has met twice on 13th March and 11th April.

## Main Report

Three of the key items discussed were the Appointment of a Forensic Architect (Expert Witness) on BJH, the Terms of Reference for the Governance Review and the current repairs & maintenance charging strategy. Separate papers for all three have been included in the meeting pack.

The reporting committee has also considered and commented on the following:

- The MWBP report on the Barbican Tower Lifts
- The possibility of external solicitor involvement in breach of leases
- Dispensation Applications
- Recruitment following BEO restructure
- Timeline for works listed as “coming in 2025” in BEO progress review

The board considered the need for transparency and decided to publish the agenda plan meeting schedule for both RepCom and MWPB as a first step, both are enclosed with this report.

The board acknowledged that following the dissolving of the Transformation Board, a final piece of work with consolidating every action from the Altair report was required to ensure it was understood what works were either:

- Completed
- In progress
- Not being pursued (and if so why)

Following this piece of work, as mentioned at an earlier RCC/BRC meeting, it may then be appropriate to appoint a consultant to review the findings and formally close out the Altair report.

It was noted by the Assistant Director in the meeting of 11th April that the MWPB was held on 9th April (following a cancellation in March) and the turnaround for any edits to the MWPB report although achieved, may not be achievable in future when more papers could be involved. The AD reviewed the timetable, and all future gaps are appropriate (at least 1 week).

The board recognised it has a reporting function to RCC/BRC but discussed the requirement for reporting to the wider leaseholder/resident community, ensuring that early engagement on workstreams across the Estate was achieved. It was noted as vitally important to building trust and relationships with leaseholders/residents.

| <b><u>MWPB</u></b>  | <b><u>RepCom</u></b>   | <b><u>RCC Papers<br/>Deadline</u></b> |
|---------------------|------------------------|---------------------------------------|
| 5th March           | 12th March             |                                       |
| 9th April           | 11th April<br>(Friday) | 14th April                            |
| 7th May             | 16th May<br>(Friday)   |                                       |
| 4th June            | 18th June              |                                       |
| 2nd July            | 16th July              |                                       |
| 8th August (Friday) | 13th August            | 18th August                           |
| 3rd September       | 10th September         |                                       |
| 1st October         | 15th October           | 20th October                          |
| 29th October        | 12th November          |                                       |
| 26th November       | 10th December          |                                       |

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## **Conclusion**

The last two meetings of the board have been very productive and have seen a shift from mobilisation to reviewing formal papers, receiving updates from the Assistant Director and considering engagement with the wider community.



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| <b>Committee:</b><br>Barbican Estate Residents Consultation Committee – For Information<br><br>Barbican Residential Committee – For Decision | <b>Dated:</b><br>28 April 2025<br><br>12 May 2025 |
| <b>Subject:</b><br>The Barbican Estate Office Governance Review  | <b>Public</b>                                     |
| <b>This proposal:</b>  | To approve the ToR for the governance review.     |
| <b>If so, how much?</b>  | Up to £50k  |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>  | City Fund   |
| <b>Report of:</b> The Executive Director of Community & Children’s Services  | <b>For Decision</b>                               |
| <b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate  |   |

## Summary

The Barbican Estate operates with multiple governance bodies. A review will be undertaken by an independent consultant that will assess the effectiveness of the current structure, ensuring compliance with relevant legal and regulatory frameworks while optimising the interaction and efficiency of these bodies. The review aims to establish a governance model that facilitates positive collaboration, minimises duplication of effort, and streamlines decision-making processes.

## Main Report

Members are asked to review and approve the ToR attached with this report so we can approach consultants to carry out the governance review.

## Conclusion

It is the recommendation of the BEO we carry out a governance review as per the terms of reference attached. This governance review aims to create a clear, transparent, and effective governance structure that best serves the interests of Barbican Estate stakeholders. By ensuring compliance with the law, leases, streamlining operations, and enhancing communication, the review will provide a roadmap for a governance framework that is fit for purpose, accountable, and resident focused.

Appendix 1 – Barbican Estate Governance Review – ToR

Contact: Daniel Sanders – [dan.sanders@cityoflondon.gov.uk](mailto:dan.sanders@cityoflondon.gov.uk)

**Daniel Sanders – Assistant Director – Barbican Estate**

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## **Barbican Estate Governance Review - Terms of Reference**

### **Introduction & Purpose**

The Barbican Estate operates with multiple governance bodies. This review will be undertaken by an independent consultant that will assess the effectiveness of the current structure, ensuring compliance with relevant legal and regulatory frameworks while optimising the interaction and efficiency of these bodies. The review aims to establish a governance model that facilitates positive collaboration, minimises duplication of effort, and streamlines decision-making processes.

### **Objectives**

- **Legal & Regulatory Compliance:** Ensure all governance structures comply with leasehold law, Freehold responsibilities, lease agreements and regulatory obligations.
- **Governance Structure:** To propose an overarching governance structure to meet the objectives set out below:
  - i.) **Role Clarity & Efficiency:** Define clear roles and responsibilities for each body to avoid overlaps and inefficiencies and clarification of each stakeholder's decision-making powers (or absence thereof).
  - ii.) **Stakeholder Engagement & Representation:** Ensure leaseholders, residents, and freeholders (Wallside) are effectively represented and consulted in decision-making.
  - iii.) **Accountability & Transparency:** Improve reporting lines, decision-making authority, risk management, and oversight mechanisms to ensure transparency for leaseholders.
  - iv.) **Operational Effectiveness:** Assess the practical functioning of stakeholder groups and make recommendations for improved coordination and communication.

### **Stakeholders in scope**

The review will assess the roles, responsibilities, and interactions of the following stakeholders:

**Barbican Association (BA)** – A recognised RTA with membership-based representation.

**Barbican Estate Office (BEO)** – The effective “managing agent” responsible for estate operations.

**Barbican Residential Committee (BRC)** – A decision-making body composed of elected members (this group takes a steer from the RCC at the start of each meeting)

**Freeholder (City of London Corporation)** – The overarching legal owner of the estate.

**Individual House Groups** – Recognised Tenants' Associations (RTAs) representing individual blocks – blocks with unrecognised or informal groups will be in scope if identified & willing to participate.

**Leaseholders & Wallside (freehold)** – Individual property owners within the estate.

**Residents' Consultative Committee and its subsidiary fora (RCC)** – A resident advisory body with no decision-making powers.

**Town Clerks Department** – The governance body of the City of London Corporation.

### **Key Areas of Focus**

- **Governance Structures:** Evaluate whether the existing governance arrangements provide clear leadership, accountability, and effective decision-making and make recommendations accordingly.
- **Roles & Responsibilities:** Review whether the responsibilities of the stakeholders are clearly defined and fit for purpose.
- **Decision-Making Processes:** Assess the efficiency of current decision-making pathways and whether they allow for effective stakeholder input in line with the legislation.
- **Engagement & Communication:** Identify opportunities for improving communication between stakeholders.
- **Operational Streamlining:** Identify duplications in governance efforts and recommend consolidation or process improvements.
- **Barbican Strategy Group (BSG)** – Consider the relationship between the BSG and stakeholders.

### **Methodology**

The independent consultant will conduct their review through the following steps.

1. **Document Review** – Analysis of governance structures, terms of reference, and relevant legal agreements.
2. **Stakeholder Consultations** – Engagement sessions with representatives from all stakeholders.
3. **Leaseholders focus groups** – Engagement sessions with leaseholders/residents.
4. **Benchmarking** – Comparison with governance structures of similar residential estates and best practice.
5. **Findings & Recommendations** – Produce a report outlining any shortcomings in current arrangements and propose governance improvements and implementation plans.

### **Reporting & Implementation**

- A draft report will be circulated to stakeholders for consultation before finalisation.
- The final recommendations will be presented to the Barbican Residential Committee (BRC) for approval with escalation as appropriate.
- Implementation will be monitored through an action plan with clear timelines and responsibilities.

### **Timeline**

From appointment of the consultant, we envisage the review will be conducted over a six-month period, with key milestones including:

- **Month 1-2:** Stakeholder engagement and document review
- **Month 3-4:** Data analysis and benchmarking
- **Month 5:** Drafting and consultation
- **Month 6:** Final report and presentation to BRC

\*Timeline subject to full proposal from appointed consultant.

### **Conclusion**

This governance review aims to create a clear, transparent, and effective governance structure that best serves the interests of Barbican Estate stakeholders. By ensuring compliance with the law, leases, streamlining operations, and enhancing communication, the review will provide a roadmap for a governance framework that is fit for purpose, accountable, and resident focused.

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| <b>Committee:</b><br>Barbican Estate Residents Consultation Committee<br><br>Barbican Residential Committee | <b>Dated:</b><br>28 April 2025<br><br>12 May 2025     |
| <b>Subject:</b><br>Repairs and Maintenance Update   | <b>Public</b>   |
| <b>This proposal:</b>   | Summary of the current Repairs & Maintenance Contract |
| <b>If so, how much?</b>   | N/A   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                               | N/A   |
| <b>Report of:</b> The Executive Director of Community & Children's Services                                 | <b>For Information</b>                                |
| <b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate                                 |   |

## Summary

The current repairs and maintenance contract has been split into two 'lots' with new contracts awarded for each lot in December 2024. Chigwell was awarded the contract for 'lot 2' repairs and maintenance, and Elkins for 'lot 3' water penetration works (roofs, balconies, and drainage).

This report outlines the agreed principles for work charging to provide leaseholders with an understanding of our stringent contractor management.

## Main Report

The BEO commits to managing the current repairs and maintenance contract with the following agreed principals:

- Ensure that repairs are tackling the root cause of issues and not covering over symptoms:

i.e. resolving water ingress not making decorative surface repairs.

- Ensure repairs are carried out in a timely manner.

i.e. responding as per our agreed SLA's and not unreasonable delaying repairs.

- Ensure repairs do not constitute a breach of listing rules/guidelines

i.e. installing fixtures or fittings within common areas not in line with listing requirements.

- Ensuring all repairs are recoverable under the terms of the lease agreement.

i.e. not carrying out repairs that breach certain covenants such as the improvement covenant that may not be service charge recoverable.

- Ensure we are not carrying out repairs outside of warranty cover.

i.e. not carrying out repairs to a roof that has a warranty in place we can claim against the original installer for.

- Ensure we are not incurring expenditure that is an individual leaseholder expense not recoverable under service charges.

i.e. works done in an individual apartment that are not a landlord obligation.

These principals may sound simple but in practice across a complex large residential estate it is important they are written, understood and observed. It is the responsibility of the BEO to ensure these contracts are managed in line with these agreed principals.

We have published this report to ensure transparency with leaseholders as we are entering into a new contract period, we can collectively ensure the contracts are managed to these agreed standards.

## **Conclusion**

Members are asked to note the contents of the report.

Contact: Daniel Sanders – [dan.sanders@cityoflondon.gov.uk](mailto:dan.sanders@cityoflondon.gov.uk)

**Daniel Sanders – Assistant Director – Barbican Estate**



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| <b>Committees:</b><br>Barbican Estate Residents Consultation Committee<br><br>Barbican Residential Committee | <b>Dated:</b><br>28 April 2025<br><br>12 May 2025 |
| <b>Subject:</b><br>Major Works Programme Board   | <b>Public</b>                                     |
| <b>This proposal:</b>  | Report of MWPB                                    |
| <b>If so, how much?</b>  | N/A   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                                | N/A   |
| <b>Report of:</b> The Executive Director of Community & Children's Services                                  | <b>For Information</b>                            |
| <b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate                                  |   |

## Summary

Since the last RCC/BRC RepCom has met once on 9th April. The scheduled meeting on 5th March was cancelled due to exceptional circumstance.

## Main Report

The main item discussed at the MWPB was the tower lifts both in terms of:

- The proposed committee paper
- The ToR for the towers working group

The MWPB has also considered and commented on the following:

- Planned Preventative Maintenance Program (PPM)
- Capital Expenditure Plan (CAPEX)
- Contracts Matrix

The board discussed in depth the template and inclusions of the 3 documents above, how they interact with each other (if at all) and what the leaseholder communication looks like across all 3 documents.

Initial drafts of the PPM and CAPEX have been shared with the board.

The board considered the need for transparency and decided to publish the agenda plan meeting schedule enclosed with this report.

It was noted by the Assistant Director in the meeting of 11th April that the MWPB was held on 9th April (following a cancellation in March) and the turnaround for any edits to the MWPB report although achieved, may not be achievable in future when

more papers could be involved. The AD reviewed the timetable, and all future gaps are appropriate (at least 1 week).

Like RepCom the MWPB recognised it has a reporting function to RCC/BRC but discussed the requirement for reporting to the wider leaseholder/resident community, ensuring that early engagement on workstreams across the Estate was achieved. It was noted as vitally important to building trust and relationships with leaseholders/residents.

The board will be discussing a communication strategy at the next meeting.

### **Conclusion**

The last meeting of the board was very productive and have seen a shift from mobilisation to reviewing formal papers, receiving updates from the Assistant Director and considering engagement with the wider community.”

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| <b>Committees:</b><br>Barbican Estate Residents Consultation Committee – For Information<br><br>Barbican Residential Committee – For Decision              | <b>Dated:</b><br>28 April 2025<br><br>12 May 2025   |
| <b>Subject:</b><br>Tower Lifts   | <b>Public</b>   |
| <b>This proposal:</b>  | To provide approval for the competitive tendering and procurement of lift consultants to write and tender a specification for lift replacement across the 3 towers.<br><br>Approve the ToR for the resident engagement group. |
| <b>If so, how much?</b>  | Up to £75,000   |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>  | Service Charge Contributions<br><br>Lauderdale Towers £25k<br>Shakespeare Tower £25k<br>Cromwell Tower £25k   |
| <b>Report of:</b> The Executive Director of Community & Children’s Services<br><b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate | <b>For Decision</b>   |

## Summary

The lifts in the Barbican Estate have reached an obsolete state with many components dating back to 1973, despite partial modernisations in 2000.

Detailed assessments commissioned by the committee highlight significant deficiencies, including non-compliance with modern standards, deteriorating components, and increasing maintenance costs. An exercise was carried out to understand whether full capital replacement or major modernisation is the optimal solution to address these issues holistically.

This paper seeks approval to proceed with the specification and tendering of major modernisation for the tower lifts, retaining the guides, counterweight, and frame. The previous recommendation for full replacement was based on a miscommunication with the BEO and consultant, as it was assumed that the warranty position would be impacted by retaining these components, which it is not.

During the last RCC meeting, a request was made to consider the introduction of a resident steering group to oversee the modernisation project. The resident steering

group has since been created and held its inaugural meeting. The group consists of representatives from the resident towers, ensuring that their interests and concerns are adequately addressed throughout the project.

### **Main Report**

The proposal is to move ahead to the tendering and specification phase of major modernisation for the tower lifts, retaining the guides, counterweight, and frame. This approach will ensure that the lifts are brought up to modern standards while maintaining the structural integrity of the existing components. The modernisation will include:

- Upgrading the lift machinery and control systems.
- Enhancing safety features.
- Improving energy efficiency.
- Ensuring compliance with current regulations.

The decision to retain the guides, counterweight, and frame is based on the following considerations:

1. **Warranty Position:** Retaining these components does not impact the warranty position, contrary to the previous assumption.
2. **Cost Efficiency:** This approach is more cost-effective than full replacement, as it reduces the need for extensive structural modifications.
3. **Minimal Disruption:** Retaining the existing components will minimise disruption to residents during the modernisation process.

The resident steering group has been established to provide oversight and input throughout the project. The group has already held its inaugural meeting and will continue to meet regularly to ensure that resident concerns are addressed and that the project progresses smoothly.

The group met with the consultant who explained, in detail, the benefits of major modernisation and explained previous projects with Southend Borough Council that had the same spec lifts and went ahead with major modernisation with success.

### **Open Protocol Systems**

Major modernisation will include tendering exclusively for open protocol systems, avoiding reliance on proprietary technology. This prevents monopolistic pricing for future maintenance and repair contracts, giving the Towers greater flexibility in contractor selection over time.

## Financial Overview

| <b>Tower</b> | <b>Modernisation Cost (£)</b> |
|--------------|-------------------------------|
| Cromwell     | 1,675,000                     |
| Lauderdale   | 1,685,000                     |
| Shakespeare  | 1,685,000                     |
| <b>Total</b> | <b>5,045,000</b>              |

## Timeline:

Year 1:

- Create the specification of works.
- Tender agreed specification throughout Summer 2025.
- Evaluate tenders in late 2025/early 2026 and make budget provisions for 2026/27 and 2027/28

Once the tenders have been evaluated and reviewed, we will come back to committee with a recommendation for project implementation.

## Recommendations:

It is recommended that the committee approve the proposal to proceed to the specification and tendering phase of the major modernisation for the tower lifts, retaining the guides, counterweight, and frame. The committee will receive a full report for consideration and approval prior to any further project instructions.

Appendix 1 – Barbican Tower – Lifts – Resident Steering Group ToR

Appendix 2 – Barbican Tower – Lifts – Resident Steering Group Minutes

Contact: Daniel Sanders – [dan.sanders@cityoflondon.gov.uk](mailto:dan.sanders@cityoflondon.gov.uk)

**Daniel Sanders – Assistant Director – Barbican Estate**

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## **Barbican Towers Lift Project - Resident Steering Group - Terms of Reference**

### **Introduction & Purpose**

The Tower Lift Project Resident Steering Group has been established to ensure that residents of the three Barbican towers (Shakespeare Tower, Lauderdale Tower, and Cromwell Tower) are kept informed and consulted throughout the lift modernisation project. The group will act as a non-decision-making body, providing feedback, raising resident concerns, and assisting the Barbican Estate Office (BEO) and lift consultants by offering insight into how the project impacts daily life in the towers.

### **Objectives**

- Resident Consultation & Communication: Provide a structured forum for residents to receive updates and voice concerns related to the lift modernisation project.
- Service Impact Feedback: Ensure that residents can highlight practical issues regarding lift availability, service disruptions, and mitigation strategies.
- Project Transparency: Assist in fostering trust by ensuring that information about timelines, progress, and contingencies is shared openly with residents.
- Collaboration with BEO & Consultants: Work alongside the BEO and appointed lift consultants by providing non-technical input on the practical impact of works.

### **Scope of the Steering Group**

The group will not have decision-making authority but will focus on:

- Receiving regular updates on the lift project, scope to include:
  - i.) Specification of works
  - ii.) Costs
  - iii.) Phasing and timelines
  - iv.) Resident feedback
  - v.) Comms
- Communicating resident concerns and feedback to the BEO.
- Assisting in the dissemination of project information to wider tower residents.
- Reviewing and discussing the phasing and logistics of the works to minimise disruption.
- Providing feedback on temporary measures (e.g., alternative access arrangements during lift outages).
- Reviewing the project risk register and providing feedback.

## **Membership**

The group will consist of resident representatives from each of the three towers:

- Up to 3 residents per tower (ideally representing different floors to capture a range of perspectives).
- A BEO representative who will facilitate meetings and provide project updates.
- A representative from the lift consultants when required, to provide technical clarity.

## **Meetings & Reporting**

- The group will meet quarterly, or more frequently if required during critical project phases.
- Meeting agendas will be circulated at least five working days in advance.
- Summary notes will be shared with the wider resident community via House Groups and the Barbican Estate Office.
- Key concerns raised will be formally recorded and communicated to the BEO and lift consultants for response and potential action.

## **Responsibilities & Conduct**

- Members will act as a conduit for resident concerns while recognising the consultative nature of the group.
- Discussions will remain constructive and focused on solutions rather than technical specifications.
- Members will respect confidentiality where required and ensure that information is communicated accurately to residents.
- The regularity of formal project comms to all residents is to be continually reviewed and increased/decreased at the discretion of the group dependant on which phase of the project we are in but no less than quarterly.

## **Review & Duration**

- The effectiveness of the group will be reviewed periodically by the BEO.
- The group will remain in place for the duration of the lift modernisation project and will be disbanded upon completion.

This steering group ensures that residents have a structured and meaningful way to engage with the lift project while maintaining clarity around roles and decision-making authority. It aims to facilitate effective communication, resident involvement, and a smoother project experience for all affected households.





# Barbican Towers Lift Project – Resident Meeting

Tuesday 25<sup>th</sup> March

18:00 – 19:00

## Minutes

Cromwell Tower – Podium Room

### Attendees:

Dan Sanders (Chair), Lucy Sisman, Tam Pollard, Robin Pembroke, Sandy Wilson, Dr Christina Townsend, Richard Setchim, Victoria Raffe, Carl Snell (ILECS), Dr Chrstitina Townsend

### 1. Welcome, Introductions & Apologies

Dan Sanders opened the meeting, welcomed attendees, and noted apologies from Dr Christina Townsend.

### 2. Minutes & Actions Arising

As this was the inaugural meeting of the resident steering group, there were no previous minutes or actions.

### 3. Terms of Reference (ToR)

Dan Sanders presented the draft Terms of Reference for the Resident Steering Group, outlining its purpose as a consultative forum to inform and support the Barbican Estate Office (BEO) and lift consultants during the tower lift modernisation project.

The group acknowledged their non-decision-making advisory role and accepted the ToR as presented. Minor wording changes have been incorporated as agreed at the meeting and issued with these minutes.

### 4. Project Outline – Major Modernisation vs. Full Replacement

Carl Snell (ILECS) gave an overview of the project and key considerations when comparing lift modernisation with full replacement.

Key points included:

- The lifts had a specified life expectancy of 15-20 years and had reached that.
- The previous recommendation of capital replacements has been superseded by “major modernisation, back to guides” as it avoids the burden of NH120 requirements for new lifts and the guides are better spec than similar market products available today.
- Costs reduce from £850k per lift to £550k per lift (rounded).
- Carl oversaw similar project for Southend Council which went well and took the same proposed route as “major modernisation back to guides

- The major modernisation retains 3 main components:
  - i.) Guides
  - ii.) Cart Frame
  - iii.) Counterweight
- Replacement rollers are expected to be quieter
- Ropes will be replaced
- Parts from removed lifts will be available for lifts awaiting modernisation.
- Carl has indications from contractors interested in tendering.

## **5. Cost and Phasing Options**

Dan Sanders outlined potential phasing options, which could include sequential or parallel works across the towers. Financial implications are still being developed.

It was confirmed that works are likely to take place over 2-3 years and access options during downtime will need to be fully considered, especially for vulnerable residents.

## **6. Risk Register**

A high-level risk register is being drafted. Key risks discussed included:

- Service disruptions to residents during works
- Technical complexity due to the original design and vertical layout
- Cost inflation and procurement risk
- Regulatory requirements (e.g., Building Safety Act)

Residents requested a copy of the risk register and it was agreed this would be shared ahead of the next meeting.

## **7. Resident Feedback Group**

It was confirmed that this steering group will serve as the main channel for feedback during the design and planning phase. Dan encouraged residents to share wider resident sentiment and raise any localised concerns through this forum.

## **8. Actions and Next Steps**

Agreed actions:

- Share full ILECS technical assessment report with the group (BEO)
- Circulate draft risk register to the group (BEO)
- Confirm phasing and financial planning options at the next meeting
- Schedule follow-up meeting for mid-late April
- A CAPEX vs. Running costs estimate for both options from ILECS.
- A finance paper for project cost spreading (that will likely be means tested) to be produced ASAP.

## **9. Any Other Business**

Dan Castle noted BEO working on lift alarms not connecting to concierge red phones. (Kit is obsolete) – update for next meeting following trials on the Estate.

|  |   |
|--|---|
| <b>Committees:</b><br>Barbican Estate Residents Consultation Committee<br><br>Barbican Residential Committee | <b>Dated:</b><br>28 April 2025<br><br>12 May 2025 |
| <b>Subject:</b><br>Assistant Director's Update   | <b>Public</b>                                     |
| <b>This proposal:</b>  | Report of Assistant Director                      |
| <b>If so, how much?</b>  | N/A   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                                | N/A   |
| <b>Report of:</b> The Executive Director of Community & Children's Services                                  | <b>For Information</b>                            |
| <b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate                                  |   |

## Summary

This report seeks to inform members of the RCC/BRC on workstreams that are ongoing since the last meeting but are not full committee reports or covered under MRPB/RepCom.

## Main Report

### Heating Survey:

The heating survey approved by members of the BRC in December has started, we have had drone surveys carry out heat mapping inspections on the blocks and individuals are in the process of having monitoring equipment installed within apartments. We are also collecting data through the Summer to ensure any potential resolutions do not have adverse effects on the thermal performance of the building from an overheating perspective.

### Barbican App:

We have delayed the launch of our Barbican App due to resource constraints impacting the project. We are now strategically timing the launch with the issuing of our new communication strategy. We anticipate this will be within the next 6-8 weeks.

### Brandon Mews Canopy:

Avanti have received all documentation held by the Corporation on the Brandon Mews Canopy as well as visiting the site and are in the process of writing their options appraisal which we will have in time for the next scheduled RCC/BRC.

### Barbican Estate Office Restructure:

Our consultation period has now expired, and we are in the process of raising recruitment permissions to fill the vacant positions within the new structure and ensure all assimilation and promotions are processed. We anticipate having a fully resourced BEO by August 2025. This includes job advertisement, shortlisting, interviews, offers, background checks and notice periods being served.

### **Roof Repairs – Replacement plans and timelines**

We are proceeding with procuring architectural services to replace the roofs on Ben Johnson House, Defoe House and Breton House. These buildings are identified as some of the worst effect by water penetration.

We are aware cost liability may be impacted by the review of the forensic expert but as we will not be incurring the project costs at this stage (we will be going through technical design and procurement) we agreed with BJH and Defoe House we would proceed and issue S20 on the basis we would review cost allocations pre any work instructions.

### **Service Charges**

The assistant Directors sent an update on service charges to all leaseholders (attached as an appendix).

### **Conclusion**

I believe we have made significant progress in my first year at the Barbican Estate but acknowledge we have a long way to go with a lot of key work going on over the next 3-6 months.

Appendix 1 – Accounts Update

## Barbican Estate

Dan Sanders

Assistant Director of Barbican Residential Estate



Telephone: 0207 029 3910

Email: dan.sanders@cityoflondon.gov.uk

Date 4<sup>th</sup> April 2025

Dear Leaseholder

### **Subject: Accounts Update – Barbican Service Charges**

I trust you are all well and enjoying the turn of the weather.

We are pleased to share some financial updates regarding the Barbican Estate service charge and the steps we are taking to ensure greater transparency and efficiency moving forward.

Service charges for the Barbican Estate run from 1<sup>st</sup> April - 31<sup>st</sup> March and are billed quarterly in advance based on a budget estimate. At the end of each year, we reconcile the accounts and issue a supplementary demand/credit based on the performance of our actual expenditure against the budget. Normally these are issued around September and billed/credited in December. Following significant changes within the BEO and a desire to deliver open and transparent accounting of service charges, these were delayed for the financial year 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2024.

### **2023/24 Service Charge Underspend**

We are pleased to report that the service charge expenditure for 2023/24 across the Estate was underspent by approximately £2.7 million (breakdown per block below). This reflects a significant reduction in energy cost following rebates from the Power Purchase Agreement.

| <b><u>Block</u></b> | <b><u>Units</u></b> | <b><u>Billed Estimate</u></b> | <b><u>Actual Expenditure</u></b> | <b><u>Difference</u></b> |
|---------------------|---------------------|-------------------------------|----------------------------------|--------------------------|
|                     |                     |                               |                                  |                          |
| Shakespeare Tower   | 116                 | £1,737,864                    | £1,272,562                       | £465,302                 |
| Lauderdale Tower    | 117                 | £1,748,635                    | £1,375,616                       | £373,019                 |
| Cromwell Tower      | 112                 | £1,561,625                    | £1,230,816                       | £330,809                 |
|                     |                     |                               |                                  |                          |
| Defoe House         | 178                 | £1,239,626                    | £1,057,494                       | £182,132                 |
| Andrews House       | 193                 | £1,300,443                    | £1,089,031                       | £211,412                 |
| Speed House         | 114                 | £892,096                      | £710,285                         | £181,811                 |
| Thomas More House   | 166                 | £1,222,015                    | £1,114,886                       | £107,129                 |

|                    |             |                    |                    |                    |
|--------------------|-------------|--------------------|--------------------|--------------------|
|                    |             |                    |                    |                    |
| Seddon House       | 76          | £560,116           | £468,765           | -£91,351           |
| Mountjoy House     | 64          | £415,721           | £340,568           | -£75,153           |
| Gilbert House      | 88          | £653,812           | £475,592           | -£178,220          |
|                    |             |                    |                    | £0                 |
| Ben Johnson House  | 204         | £1,461,484         | £1,338,135         | -£123,349          |
| Bunyan Court       | 69          | £616,506           | £503,119           | -£113,387          |
|                    |             |                    |                    |                    |
| Breton House       | 111         | £526,200           | £516,147           | -£10,053           |
| John Trundle Court | 133         | £744,351           | £695,378           | -£48,973           |
|                    |             |                    |                    |                    |
| Willoughby House   | 148         | £1,018,100         | £866,659           | -£151,441          |
| Frobisher Crescent | 69          | £454,472           | £361,374           | -£93,098           |
| Bryer Court        | 56          | £249,280           | £254,602           | £5,322             |
| Lambert Jones Mews | 8           | £78,935            | £60,787            | -£18,148           |
| Brandon Mews       | 26          | £148,685           | £135,898           | -£12,787           |
| Wallside           | 16          | £8,208             | £7,352             | -£856              |
| Postern            | 10          | £82,657            | £74,111            | -£8,546            |
|                    |             |                    |                    |                    |
| <b>Totals</b>      | <b>2074</b> | <b>£16,720,831</b> | <b>£13,949,177</b> | <b>-£2,771,654</b> |

We remind leaseholders the figures will be adjusted to reflect the outstanding approx.£1million of energy charges to be billed for the 22/23 year. We will provide detailed breakdowns per block as soon as possible and all adjustments will be made in time for the June 25 invoices.

### Reduced Budget for 2025/26

Looking ahead, the budget for 2025/26 has been reduced by approximately £2.5 million compared to the 2024/25 estimates that have been billed. This is largely due to cost savings in repairs & maintenance, energy, alongside a strategic approach to non-recurring project expenses for which we have minimal costs for the year whilst we prepare and deliver our capital expenditure plan.

### Commitment to Annual Audits

The City of London has committed to an external audit of the service charge accounts every year, starting from 2023/24. The audit reports will be delivered to leaseholders, ensuring full transparency. We are currently working to select an auditor for the 2023/24 financial year.

### Service Charge Audit Review

The service charge audit commissioned by the City with Beever & Struthers has been reviewed by both the Barbican Estate Office (BEO) and the Service Charge Working Party (SCWP). Both groups have found that the quality and content of the report did not fully meet the agreed scope. We are working with the provider to try and come up with an equitable solution and will update leaseholders as soon as possible.

### Recruitment

Since the beginning of 2025 we have been actively recruiting a replacement head of service charge and revenues. we will be interviewing shortly and hope to make an appointment in the next 2 weeks. This role will be pivotal in:

- Closing out the 23/24 accounts and issuing balancing adjustments.
- Supporting our transition to the new service charge management system allowing us to provide streamlined and instant responses to service charge queries from the 25/26 financial year.
- Closing the 24/25 financial year by 30<sup>th</sup> September 2025.

We remain committed to prudent financial management and clear communication with leaseholders.

Best wishes,  
Dan Sanders

A handwritten signature in blue ink, appearing to read 'D. Sanders', with a horizontal line underneath.

**Daniel Sanders**  
Assistant Director, Barbican Estate

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