



Barbican Residential Committee

Date: MONDAY, 17 NOVEMBER 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Anne Corbett (Chair)	Adam Hogg
Mark Wheatley (Deputy Chair)	Sandra Jenner
Deputy Helen Fentimen OBE JP	Tim McNally
Dawn Frampton	Jacqui Webster
Steve Goodman OBE	Deputy Ceri Wilkins
Mercy Haggerty	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on 15 September 2025 as a correct record.

For Decision
(Pages 5 - 12)

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

To receive the draft minutes of the previous RCC meeting held on 3 November 2025.

For Information
(To Follow)

5. **GOVERNANCE REVIEW**

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

For Decision
(Pages 13 - 30)

6. **2024/25 BARBICAN ESTATE SERVICE CHARGES ACTUALS**

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

For Decision
(Pages 31 - 60)

7. **REPAIRS & MAINTENANCE (LOT 2) – IN HOUSE UPDATE ON PHASED IMPLEMENTATION**

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

For Information
(Pages 61 - 68)

8. **REPORT OF MAJOR WORKS PROGRAMME BOARD**

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

For Information
(Pages 69 - 84)

9. **REPORT OF THE REPORTING COMMITTEE**

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

For Information
(Pages 85 - 88)

10. **BARBICAN ESTATE OFFICE – ORGANISATIONAL CHART**

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

For Information
(Pages 89 - 100)

11. **DIRECTOR OF PROPERTY & ESTATE MANAGEMENT REPORT**

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

For Information
(Pages 101 - 104)

12. **OUTSTANDING ACTIONS**

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

For Information
(Pages 105 - 114)

13. **BLAKE TOWER - VERBAL UPDATE**

The Executive Director of Community and Children's Services to be heard.

For Information
(Verbal Report)

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

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

16. **EXCLUSION OF THE PUBLIC**

MOTION – 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.

For Decision

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 15 September 2025 as a correct record.

For Decision
(Pages 115 - 116)

18. **COLP PROPERTY STORE**

Property Projects Group Director to be heard.

For Information
(Verbal Report)

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

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

BARBICAN RESIDENTIAL COMMITTEE

Monday, 15 September 2025

Minutes of the meeting of the Barbican Residential Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 15 September 2025 at 1.45 pm

Present

Members:

Deputy Anne Corbett (Chair)
Mark Wheatley (Deputy Chair)
Deputy Helen Fentimen OBE JP
Dawn Frampton
Mercy Haggerty
Adam Hogg
Tim McNally
Deputy Ceri Wilkins

In attendance

Jacqui Webster - Cripplegate Ward Member
Jo Boait – RCC, Chair
Jim Durcan – Chair, Service Level Working Party

Officers:

Judith Finlay	- Executive Director, Community and Children's Services
Dan Sanders	- Director of Property and Estate, Barbican Estate
Mark Jarvis	- Head of Finance
Eoin Doyle	- Community and Children's Services
Daniel Castle	- Community and Children's Services
William Roberts	- Community and Children's Services
Rebecca Bello	- Community and Children's Services
Kaur Kirpal	- Assistant City Solicitor
Chandni Tanna	- Town Clerk's
Rhys Campbell	- Town Clerk's

1. APOLOGIES

Apologies were received from Jacqui Webster in advance of this meeting, however she attended this meeting virtually.

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

There were no declarations.

3. MINUTES

The Town Clerk informed the Committee of one correction to the minutes, to record Deputy Helen Fentimen's attendance for May's meeting.

RESOLVED, that - the public minutes and non-public summary of the meeting held on 12 May 2025 were approved as a correct record, as amended.

4. OUTSTANDING ACTIONS

Members noted the actions tracker and during this discussion the following points were raised:

1. The Director of Property & Estate, Barbican Estate advised the Committee of work concerning anti-social behaviour and officers had taken reactive works to address graffiti on the estate and that the BEO was working to achieve the Anti-Social Behaviour Strategy linked with estate security, and a report detailing further information concerning this was expected to be submitted to Committee at a subsequent meeting. The Deputy Chair asked whether information gathered by a Barbican Resident shall feed into this report and the Director confirmed that the resident was feeding into the proposal and that a wider consultation would be extended to Barbican residents and the Barbican Association.
2. In respect of Lambert Jones roof the Committee was advised that work had been undertaken to remove limescale in the downpipes which had been the cause of the collection of water. The Director confirmed that a broader update would be featured on the action tracker at the next meeting.

5. BARBICAN ESTATE RESIDENTS' CONSULTATION COMMITTEE MINUTES

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

Appointment of Expert Witness

Members were advised that the RCC were pleased to receive this report and several RCC Members were involved with the tender process and had formed part of the review panel since the appointment of an independent Expert Witness to apportion liability was a key part of the process to agree restitution.

Service Charge Leaseholder Updates

The RCC Chair asked for further improvement to be made on the style of the draft reports so that they could be easily understood and highlighted that the reports had not been reviewed by the Service Charge Working Party (SCWP) prior to its submission to Committee. Following the previous RCC meeting it had

been agreed that the Service Charge Working Party would review this report before it had been distributed to leaseholders.

Barbican Residential Estate Lift Refurbishment

The RCC welcomed the proposal to appoint a design team and develop a works specification for the Tower lifts and were pleased to hear that relevant Houses would be consulted fully before approval was requested in respect of the Terrace Lifts.

Barbican Estate Roof and Balcony Renewal Programme and Barbican Estate Window Repairs Programme

The RCC were disappointed to receive these Gateway reports and it was confirmed at the meeting that these two Gateway projects would form part of a single coordinated Building Envelope strategy that would be overseen by a lead architect.

There were strong objections for the inclusion of Brandon Mews Canopy from the Brandon Mews Canopy representative and the Brandon Mews representative asked for Brandon Mews to be removed from the proposal since the proposal implied that a new canopy was needed, despite the Avanti review of the Brandon Mews options not having been concluded at the time of this meeting.

There were further objections from several RCC Members in respect of the 95% liability costs. The Director of Property & Estates, Barbican Estate noted that the work of the Expert Witness may impact the liability for costs. However, he reminded the Committee that the legal position was that the leaseholders were liable for these costs. He also advised that warranties would be sought for the work, balancing cost against quality and the length of the warranty. In addition, processes regarding potential claims on the warranties would also be put in place.

6. REPAIRS & MAINTENANCE

The Committee received a report of the Executive Director of Community & Children's Services in respect of Repairs & Maintenance following Chigwell Group having declared their intent to exit the Barbican reactive repairs / maintenance contract, citing commercial non-viability and the City of London formally accepting their resignation, with a contract end date of 24 December 2025.

The Director of Property and Estate Management advised the Committee that the report described the rationale for bringing this service in-house and how it would be delivered. He advised the Committee that lot 2 concerned reactive repairs and lot 3 involved water penetration. Lot 3 was running smoothly under Elkins and there was no proposal to adjust this, however it was proposed that lot 2 would be brought in-house. Officers were expected provide the Committee with a detailed implementation plan at a subsequent meeting as they would engage further with stakeholders following this meeting to ensure that the movement to

an in-house service was successful and addressed the needs of the Barbican Estate.

A Member asked if there was any aspiration to convert in-house service to a direct labour organisation in the future to which the Director responded by saying that by bringing reactive repairs in-house the BEO would hold direct control over service delivery and allowed the BEO to engage with residents. The move would provide the BEO with flexibility to continually review and improve. The Director also informed the Committee that a set of service level agreements monitored by KPI's would be brought to the attention of the RCC and BRC periodically to better review service delivery.

In respect of Chigwell Group's exit, a Member asked for further details for their withdrawal from the Barbican Estate and not the Golden Lane Estate. The Director admitted that at the time of this meeting officers were not provided with a sufficient explanation to the reasoning for their exit although it was noted that the Barbican Estate's management of contract operated at a different model compared to other Housing Revenue Account (HRA) stock. A Member emphasised that there should not be different levels of management compared to any other social housing estates and quality assurance standards should remain the same. The Executive Director, Community and Children's Services confirmed that there were no differences in the management of Chigwell.

The Director advised the Committee that Members were being asked to approve that lot 2 (reactive repairs/maintenance) be moved to an in-house model operated by the BEO and a detailed phased implementation plan would be submitted to Committee at its next meeting.

In respect of resident satisfaction it was suggested that this resident engagement be inbuilt into the initial phase of every job which featured a resident element and asked that officers considered the loss of institutional knowledge, particularly concerning the transition from Metwin to Chigwell, when undertaking work relating to leaseholder engagement. The Director agreed to include resident involvement from the outset and officers were aware of the importance of retaining staff with institutional knowledge beneficial to the Barbican Estate.

A Member asked for further details regarding proposals for a temporary contract during the transition period following Chigwell's exit. The Committee was advised that conversations had taken place with Elkins and it was expected that they would be on hand to support during this transitional period.

RESOLVED, that – the Committee approve that Lot 2 (reactive repairs and maintenance services) be moved to an in-house model operated by the BEO, and that a detailed phased implementation plan would be submitted to the Committee at its next meeting.

7. APPOINTMENT OF EXPERT WITNESS

The Committee received a report of the Executive Director, Community & Children's Services which noted the agreement to appoint an expert

witness/forensic architect to determine the apportionment of liability with respect to the costs related to the rectification of the problems with the fabric of Ben Jonson House.

RESOLVED, that – the Committee approve the appointment of Hawkins as the Expert Witness/Forensic Architect to determine liability and magnitude of costs related to the rectification of the problems with the fabric of Ben Jonson House.

8. **BARBICAN RESIDENTIAL ESTATE LIFT REFURBISHMENT**

The Committee received a report of the Executive Director, Community & Children's Services in respect of the Barbican Residential Estate Lift Refurbishment Programme.

RESOLVED, that – the Barbican Residential Committee:

- Approve this project to progress onwards to Gateway 3 – Outline Options Appraisal via the complex approval track;
- Approve that the budget of £438,000 is granted to reach the next Gateway for the Phase 1 works;
- Note the total estimated project budget of the Phase 1 works is estimated at c.£6,312,000. The total estimated project budget and estimated costs of Phase 1 will be refined again at Gateway 3.

9. **G1/G2 - ROOF & WINDOWS**

Item 9, was received in conjunction with items 10 and 11.

The Committee received a report of the Executive Director of Community & Children's Services in respect of two Gateway 2 reports (Roof and Balcony Renewal Programme and Window Repairs Programme) for consideration.

The Director confirmed that the requested approval would not include Brandon Mews following the objection from the Brandon Mews representative at the previous RCC meeting. Although from an officer's perspective it was correct to include Brandon Mews within the proposal listed within the report. A Member asked if there were any cost implications or other factors which prompted the reasoning for Brandon Mews' objection and the Committee were told that the design of the Brandon Mews Canopy was unique and should be treated separately to other roofs on the estate, and that the canopy existed to cover up an existing fault, and officers wanted to ensure leaseholders' satisfaction before moving forward with the proposal. The Member was worried about the oncosts for other blocks and asked if other blocks would incur further costs following Brandon Mews removal from the programme. The Director advised that the proposal were under lease terms of recoverability and costs could be recovered via service charge at 95% as this was the legal position.

A Member asked for further details on the progress made to address water ingress experienced in some parts of the Barbican Estate. The Committee was advised that some work had been undertaken on the roof of Postern, due to the immediate water penetration issue, and further work had commenced in relation to temporary and permanent repairs to be undertaken on the Barbican Estate.

RESOLVED, that – the Barbican Residential Committee:

- Approve the Gateway 2 reports for both the Roof & Balcony Renewal Programme and the Window Repairs Programme, allowing both projects to progress;
- Note that while the reports are separate to facilitate specialist procurement, they form part of a single coordinated Building Envelope strategy overseen by a lead architect;
- Note the funding strategy (service charge with local risk contribution) and the potential for future adjustments.

10. **BARBICAN ESTATE ROOF AND BALCONY RENEWAL PROGRAMME**

The Committee received a report of the Executive Director of Community & Children's Services in respect of two Gateway 2 reports (Roof and Balcony Renewal Programme and Window Repairs Programme) for approval.

RESOLVED, that – the Barbican Residential Committee:

- Approve the project to progress to Gateway 3/4 (Options Appraisal) via the regular approval track;
- Approve a budget of £765,000 to reach the next Gateway (G3/4) for the Phase 1 works;
- Note the total estimated cost of the Phase 1 capital works is estimated at circa £9,355,874 at this stage but will be determined at feasibility stage G1/2 with an overall project cost of £38,000,000. The project costs for each Phase will be refined again at gateway G3/4.

11. **BARBICAN ESTATE WINDOW REPAIRS PROGRAMME**

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

RESOLVED, that – the Barbican Residential Committee:

- Approval for the project to progress to Gateway 5 Authority to Start Work.

- Approve a budget of £500,000 for the project to reach the next Gateway.
- Note the total estimated cost of the project of up to £8,000,000.

12. SERVICE CHARGE LEASEHOLDER UPDATES

After consultation with the Chair and officers this item was removed from the agenda.

13. REPORT OF DIRECTOR OF PROPERTY AND ESTATE MANAGEMENT

The Committee received a report of the Executive Director of Community and Children's Services which updated the Committee of the work of the BEO.

RESOLVED, that – the report was received, and its contents noted.

14. REPORT OF REPORTING COMMITTEE AND MAJOR WORKS PROGRAM BOARD

The Committee received a report of the Executive Director of Community and Children's Services which sought to inform the Committee of the workstreams that were considered at the Major Works Program Board and Reporting Committee.

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

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

The Deputy Chair asked for an update in relation to Blake Tower and the Committee were advised that officers were undertaking work concerning Blake Tower, however this did not fall under the remit, in terms of health and safety, of the BEO at the time of this meeting. The Director agreed to provide a further update regarding Blake Tower at the next meeting. Members urged caution in how the Committee discussed Blake Tower given the legal parameters.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chair suggested that RCC meetings take place three weeks ahead of BRC meetings in 2026 and the Committee along with the RCC Chair, agreed with this view.

17. 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 items of business, on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

18. NON-PUBLIC MINUTES

RESOLVED, that – the non-public minutes of the previous meeting held on 12 May 2025 were approved as a correct record.

19. RENT RENEWALS

The Committee received a report of the Executive Director of Community and Children's Services in respect of Rent Renewals.

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

There were no questions.

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

There were no urgent items of business.

The meeting ended at 2.45 pm

Chairman

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

Committee(s): Barbican Estate Residents Consultation Committee – For Information Barbican Residential Committee – For Decision	Dated: 3 November 2025 17 November 2025
Subject: Governance Review	Public
This proposal:	To approve the appointment of CRS and Inside the Box Consulting to carry out a governance review.
If so, how much?	£97,600 - £105,000
Has this Funding Source been agreed with the Chamberlain’s Department?	City Funded
Report of: The Executive Director of Community & Children’s Services	For Decision
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report recommends a Governance Review of the Barbican Estate, commissioned to examine the current decision-making structures, stakeholder relationships, and statutory frameworks under which the Estate operates. The review will assess how governance, consultation, and accountability can be strengthened across the Barbican’s unique mix of statutory bodies, resident organisations, and the City of London Corporation.

The proposal, developed by Charles Russell Speechlys (CRS) in collaboration with Inside the box Advisory, outlines a phased programme of work. It combines a legal and management consultancy perspective to ensure that governance arrangements for the Barbican Estate are complaint, robust, transparent, and effective.

The report was issued to House Group Chairs as part of our ongoing commitment to early engagement on 16 September 2025, their feedback has been incorporated within this report.

Recommendations

Members are asked to:

- Note the contents of this report.
- Approve the request to instruct CRS and Inside the Box to carry out a governance review.

Main Report

- **Background**

The Barbican Estate's governance arrangements have evolved organically over decades. The current model encompassing the Barbican Estate Office (BEO), the Barbican Residential Committee (BRC), the Residents' Consultation Committee (RCC), and recognised tenants' associations (RTAs) have become increasingly complex.

Feedback from residents and officers alike indicates that the current governance framework can be inconsistent, lacks clarity of roles, and at times results in duplication of work or unclear accountability.

The Governance Review was therefore commissioned to:

- Map out all existing governance structures and statutory obligations.
- Clarify roles, responsibilities, and lines of accountability.
- Assess the effectiveness of consultation and representation mechanisms.
- Recommend improvements to ensure a fair, transparent, and legally compliant framework.

- **Proposal Overview**

The CRS/Inside the box proposal sets out a three-phase review programme:

Phase One – Diagnostic and Legal Review

- Review of the statutory framework governing the Barbican Estate.
- Mapping of all governance layers, from BRC and RCC through to RTAs and working parties.
- Assessment of terms of reference, mandates, and decision-making authority.
- Identification of legal obligations and discretionary practices.
- Consultation with residents, RTAs, and stakeholders

Phase Two – Process and Governance Design

- Development of options for a clearer, more efficient governance model.
- Review of reporting structures and committee interdependencies.
- Identification of communication pathways between residents, BEO, and the City Corporation.
- Consultation with residents, RTAs, and stakeholders
- Drafting of model terms of reference and recommendations for consistent governance standards.

Phase Three – Resident and Stakeholder Engagement

- Consultation with residents, RTAs, and stakeholders on proposed options.
- Final recommendations to be presented to the BRC for approval.
- Implementation roadmap and evaluation plan.

This phased approach ensures the review remains independent, evidence-based, and consultative, while recognising statutory obligations and the need for staged transparency.

We have agreed to

- **Key Features and Benefits**

The Governance Review is designed to:

- Deliver a single, authoritative reference framework for how the Barbican Estate is governed.
- Clarify the relationship between the BEO, RCC, BRC, and RTAs.
- Support consistent communication and decision-making across working parties.
- Strengthen accountability by defining roles, authority, and escalation routes.
- Establish a foundation for improved resident engagement, transparency, and trust.
- Identify opportunities for digital communication and record-keeping improvements.

- **Resident Feedback and Adjustments**

Following circulation to House Group Chairs on 16 September 2025, several points of feedback were received and have been incorporated or scheduled for inclusion:

Theme	Resident Feedback	Response / Action
Transparency in early phases	Residents requested clarity on how Phases One and Two will be made transparent without delaying the process.	Recordings and written synopses to be shared after key meetings.
Resident representation	Calls for resident and/or RCC representation during the process.	BEO to invite resident observers to specific sessions.

Theme	Resident Feedback	Response / Action
Language and scope	Concern over use of “you” in the proposal (referring to CoL) and unclear references to “stakeholders.”	CRS to amend language for clarity and include a glossary of stakeholder definitions.
Protection of statutory rights	Request for confirmation that the process does not affect existing leaseholder rights.	Explicit statement to be added to confirm statutory rights remain unaffected.
Engagement and timing	Desire for meaningful involvement before recommendations are finalised.	Resident engagement built into all 3 phases of the work.

These refinements aim to ensure that the process remains open and inclusive, while maintaining the necessary independence and structure expected of a governance review.

- **Relationship with Other Workstreams**

This governance review complements several ongoing initiatives across the BEO and wider City Corporation, including:

- The BEO Organisational Review (current structure and service improvement plan).
- The forthcoming Resident Communication Strategy (Q1 2026).
- The Frontline Service Review and development of Service Level Agreements.
- The transition to the MRI Horizon Financial System, improving financial transparency and reporting.

These strands collectively strengthen the foundation for good governance by ensuring clear accountability, accessible communication, and data-driven decision-making.

Appendices

Appendix 1 – Barbican Estate Governance Review – Our Proposal

Appendix 2 – Barbican Estate Governance Review – ToR

Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management



Modernising your governance structure

Proposal for The Barbican Estate

Private and Confidential

Providing you the *expertise* and *guidance* you need

For half a century, the Barbican Estate has stood as a bold and iconic feature of London's post-war landscape. Blending heritage, culture and civic purpose, it remains a crucial part of the City's identity, particularly for the residents that live there. But over that time, its governance structures have not kept pace with the evolving needs of the Estate and its surrounding environment. You need an external team by your side able to combine strategic and legal expertise with experience implementing governance change. We can offer you that.

Early discussions with your team, and a review of the recent Altair report, make clear that you desire change. The way in which the Barbican Estate is governed, and the multiple governance bodies involved, needs to be assessed to ensure the governance model is as process and cost-efficient as possible, whilst also remaining compliant with relevant legislation. We propose combining our corporate and real estate legal expertise with the practical management consultancy expertise of **Inside the Box Advisory**, to deliver a review that best supports your long-term strategic objectives: to *clarify the decision-making process*; *ensure stakeholders feel sufficiently engaged and represented*; to *improve accountability and transparency*; *improve operational effectiveness*; and, ultimately, *ensure legal compliance*. Our combined project team will be uniquely placed to deliver this.

So, why work with us?

- *Excellent added value through our partnership with Inside the Box Advisory* – we have reviewed your needs for this project and believe that we can provide excellent added value through our project partnership with **Inside the Box Advisory**, a specialist property management consultancy whom we have worked with on a number of projects. They have substantial experience advising clients like you on a range of issues, particularly in relation to building robust governance frameworks. Our combination of practical operational advice and legal expertise will give you with an external team able to cover all angles, whom you can trust to deliver the best possible guidance for you on this project.
- *Recognised expertise across both corporate governance and real estate law* – with the team at Charles Russell Speechlys, you will have access to recognised top-tier expertise across both corporate and real estate law. We understand your industry, having deployed this expertise across similar projects and for a number of Estates and other clients. Our cross-practice expertise provides you with an unrivalled team able to advise on the legal applicability of any proposed recommendations.
- *Flexible commercial approach* – we recognise that projects of this nature are often subject to tight commercial parameters. This is a project that our combined team are hugely excited to be a part of and our pricing proposal is reflective of that. Our resourcing and working arrangements will be flexible, with cost and process efficiency at its heart – utilising junior staff, innovative legal technology and lean working practices to ensure we can deliver the advice that you need within your budget.

Within this document, we have provided you with a proposal to support you on this project, comprising our approach to project management, our combined team credentials, and a scope of work and fee proposal. The fee proposal is necessarily at this stage an estimate, and subject to the assumptions we have also provided. As the proposal process progresses, we look forward to the opportunity to refine the scope of work in order to provide you with a clearer fee quote, where possible.

This is an exciting project and one where our combined expertise in this space will add excellent and differentiating value. We very much welcome the opportunity to discuss our proposal with you further.



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Relationship Partner
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Scope of *work and fees*

The City of London Corporation is seeking to modernise the current governance structures at the Barbican Estate. We understand that your key objectives are to implement a structure that provides clear roles and responsibilities; ensures all stakeholders feel properly represented; improves accountability and transparency; and ultimately enhances your operational efficiency, taking inspiration from best practice models from other similar Estates. We will help you to do this.

We have provided below an anticipated scope of work and fees, based on the information that we have been provided so far in documentation and in conversations with your team. **At this stage, this proposal is necessarily an estimate.** If appointed, we anticipate that this scope of work will be subject to revisions, working closely with your team, at which point we will be in a position to provide you with a clearer fee quote.

The residential property sector is undergoing significant transformation, with leasehold reform high on the Government's agenda and a long-term vision to establish commonhold as the predominant tenure for new - and eventually existing - flats. Some of these reforms, including the most substantial changes to the private rented sector in nearly 30 years, are close to becoming law, while others may evolve depending on future political priorities. In addition, landlords are facing increasing challenges relating to building and fire safety, planning reform, and energy efficiency requirements.

Our review and our tailored, solution-focused advice will, of course, be set in the context of this changing legal landscape but it is possible that you may wish us to revisit this in the future depending on the shape the reforms take.

Scope of Work and Indicative Fee Estimate

Phase	Detail	Indicative fee estimate
1. Fact Finding	This phase will consist of:	£38,800
<i>Review and Analysis</i>	<ul style="list-style-type: none"> an initial review of the existing governance structures, including a review of the following documents: <ul style="list-style-type: none"> terms of reference, memoranda of articles or memoranda of association for all relevant stakeholders/ committees; sample lease(s); transfer in respect of Wallside; and any other relevant documentation including Service Level Agreements ("SLA"); an analysis of these existing structures to understand what can and cannot be changed as well as any legal restrictions or parameters within which any changes need to operate; consideration of the various roles and responsibilities of each stakeholder/ committee and whether these align with the current parameters, are duplicated or are lacking (i.e, any gaps); and identification of statutory and regulatory obligations that affect specific tenure or rights. 	

Phase	Detail	Indicative fee estimate
2. Initial Report	We will issue an initial report outlining the parameters within which any changes need to be made, identify key areas where improvements can be made and options for changes.	£11,200
3. Consultation Period	This phase will consist of: <ul style="list-style-type: none"> • preparation of the questions and agenda for these consultation meetings; • attending consultation meetings with key stakeholders, leaseholders and enfranchised owners on the Initial Report; and • collating and summarising consultation responses for inclusion in the final report. 	£26,000 – £28,500
4. Benchmarking	Once we have the consultation responses, Inside the Box can draw on our experience of other Estate models to carry out a benchmarking exercise. This would help position where you are now in comparison to others and help them think about where you might like to be in future.	£6,800
5. Final Report & Recommendation	Finalise the Final report with proposals for governance improvement and implementation plans.	£14,800 - £19,800
6. Next Steps & Implementation	Details for this potential phase to be agreed at the point of delivery. This phase will be subject to a separate cost estimate, if deemed necessary	N/A at this stage
TOTAL COMBINED FEES		£97,600 - £105,100

Please note the fees provided above are exclusive of VAT and disbursements.

Assumptions

The scope of work and fee estimate provided above is based on the following assumptions:

- **In Phase 1:**
 - There will be one “kick-off” meeting with you prior to the review of any documentation to discuss your desired outcome and objectives.
 - The Charles Russell Speechlys team will set up a data room in order to access the relevant documents.
 - All documentation and relevant information required for the review will be provided promptly, at the same time and not on a piecemeal basis.
 - This estimate is based on there being at least 7 terms of reference/ article documents to review for the main stakeholders. We also assume that there may be documentation in respect of each of the 20 blocks making up the residential estates (although we appreciate where this is an informal set up there will be none).
 - There are 5 SLAs relating to the Barbican listed on your website.
 - We assume that there is one Transfer document for Wallside (as this was a collective enfranchisement). We would also want to review the Articles of Association for the company that now owns Wallside.
 - We assume that we would review 2 sample leases for each block (i.e. 40 leases) but with the help of an AI tool to carry out this review.
 - Any follow up queries after the initial review will be limited, out of scope, and charged on the hourly rates provided in our Appendix.

- **In Phase 2:**
 - The Charles Russell Speechlys team will lead on the Initial Report to set out the legal framework and parameters within which you are operating and Inside the Box will feed into this Report in light of their analysis including a responsibility matrix.
 - The report will be shared in draft with you and BEO prior to issuing it in its final form. This step will help establish any risk within the current arrangement, prioritise and identify any dependencies.
 - We would suggest that any feedback on the draft report takes place at a meeting with you and BEO, lasting no more than 2 hours.
 - Any amendments to the draft report are to be made after the meeting and then issued to you and all stakeholders.
- **In Phase 3:**
 - The consultation will be conducted by Inside the Box with the Charles Russell Speechlys team inputting on the questions/ agenda for the meeting only.
 - There will be one meeting of 1 - 2 hours with key stakeholders and 5 x additional sessions with leaseholders and enfranchised owners. We would suggest that the meetings with leaseholders are organised so that around 4 blocks are represented at each meeting with 1 representative per block attending.
 - We have assumed that there are 6 stakeholders to be consulted but if, the City of London Corporation and the Town Clerk's Department are represented by, or alongside, BEO then this can be amended to assume 4 stakeholders.
 - The meetings will: (i) be run by Emma Darch (Consultant for Inside the Box) with the use of a voice recorder; (ii) be arranged by you, including managing any communications around the meetings with residents and stakeholders; (iii) take place at the Barbican, after working hours (i.e. in the evening) with recording facilities available (as above).
 - Prior to the meeting we will need to collaborate with you to prepare the questions to ensure that: (i) participants' rights and well-being are protected; (ii) questions are respectful, non-invasive, and culturally sensitive; (iii) informed consent is properly addressed; and (iv) data privacy and confidentiality are maintained.
- **In Phase 4:**
 - The benchmarking exercise will be: (i) led by Inside the Box with a review by the Charles Russell Speechlys team when inputting into the final report; and (ii) limited to looking at 4 other developments / estates.
 - The results of this benchmarking exercise will be included as a section of the final report after the consultation (and not shared before this).
- **In Phase 5:**
 - A copy of the draft final report will be issued to you and BEO prior to sharing with other stakeholders.
 - Any feedback on the draft report will be given during a meeting with you lasting not more than 2 hours, hosted at CRS offices.
 - The report will be finalised and issued to all stakeholders after this meeting.
- **Further general assumptions:**
 - All work carried out will be within the scope set out above. This advice will not include any issues more broadly related to landlord and tenant matters such as service charge issues or Building Safety Act advice (although we will bear these issues in mind when conducting our review).
 - Any consultations are conducted by all parties on a reasonable and professional basis and are not unduly protracted.
 - There are no circumstances outside our control that delay the timely progress and conclusion of the matter.
 - You pay us: (i) monies on account promptly, if requested; and (ii) our bills on a monthly basis.
 - We will not be required to travel. Should this be required, time will be charged at the hourly rates provided in our Appendix unless otherwise agreed and unless we are working on other matters within the area.
 - This work is limited to the residential elements of the Barbican Estate and not the commercial.

Project management *approach*

This governance review process will be multifaceted and involve several stakeholders, each with their own priorities and issues. For a project the central purpose of which is to streamline processes and improve operational effectiveness, it is crucial your external project team demonstrate excellent skills in this regard.

As such, we have sought to make it expressly clear here the way in which we propose working together with Inside the Box Advisory to deliver a seamless and efficient combined service for you. Our team have worked closely with Inside the Box Advisory on a number of occasions – we work together well and will be able to hit the ground running on this project. We have provided some of our combined experience in this proposal.

Kick off

- Once appointed, we would propose setting up a kick off meeting. The purpose of this meeting will be to introduce our combined core team with yours and to discuss clearly the project at hand and your key strategic objectives. We will provide our initial thoughts on the key strategic and legal issues involved and identify a clear route forward.
- We will establish a clear and agreed scope of work with defined roles and responsibilities, and direct lines of contact to streamline communication and ensure operational effectiveness. We will discuss our proposed project approach and identify technology and processes we can deploy to support with project and cost efficiencies. It will be clear to you after this meeting who your key points of contact are for any issue you may have, and who will be driving forward each piece of work, and by when.

Project

- Our combined team will begin to carry out this agreed scope of work immediately, to the timings agreed in your proposal document, or otherwise agreed at the kick off meeting.
- Our combined Charles Russell Speechlys and Inside the Box Advisory team will meet at least bi-weekly to discuss project progress and identify any issues of concern. Should any issues arise within these meetings, or otherwise, we will flag these at the earliest possible opportunity, offering clear and practical proposed solutions.

Service Quality

Our kick off meeting will identify clear lines of communication, to ensure we respond to any concerns you have as soon as possible. We endeavour to be responsive and will respond to any emails outside of planned meetings at the earliest possible opportunity, and in any case no longer than 24 hours.

We have carefully reviewed our project team in line with your budget to ensure that it is appropriately resourced. The project will be led by senior team members to ensure the highest level of quality but involve junior staff to the extent that you receive the highest quality advice, cost-effectively. We can confirm our team has full capacity to support you with this project. Should any unforeseeable periods of absence arise, both Charles Russell Speechlys and Inside the Box Advisory have bench strength and will call on a wider team quickly if required to ensure project continuity. You will not be charged for any reading in time required to get these deputising team members up to speed.

As your key relationship contact, Emma Humphreys will bear ultimate responsibility for the delivery of a high-quality service. In Emma's absence, we propose that Andrew Collins act as your deputy relationship partner. Both will regularly assess with your team the level of advice and service that you receive to identify any room for improvement.

Our *experience*

Our combined Charles Russell Speechlys and Inside the Box Advisory team have delivered value to clients by working closely together on a number of projects, combining legal and property advisory expertise.

Recent projects include advising the **Church Commissioners** in an application to determine the apportionment of garden rates under an Estate Management Scheme; and acting for the **management company of a modern estate** comprising over 100 residential units in relation to a challenge in the First Tier Tribunal brought by one of the leaseholders in relation to the historic apportionment of service charges at the estate.

Further selected experience includes:

Charles Russell Speechlys

- **The Howard de Walden Estate** on all their key legal matters, including governance, for over 100 years. We are their primary advisers across their mixed-use 95-acre Marylebone estate which includes residential, retail, offices, educational and medical assets
- **A large estate** (comprising significant rural and London property interests) in connection with a comprehensive management agreement involving trustees, partnerships, companies, family members, and the in-house Estate Office, formalising the Estate Office's role and addressing issues such as trustee delegation, indemnities, and risks associated with in-house advice
- **Moore Stephens International** on the corporate governance and structural elements of the reorganisation of its international advisory and accounting network
- **A global investment manager** in connection with a structural governance review of the business prior to its sale
- **Numerous sports organisations and governing bodies** on key strategic governance matters, including the implementation of a major governance review for a national sports governing body, including board reforms, amendments to articles of association, implementation of new policies and implementation of over 100 other governance reforms
- **A number of high-profile landed Estates** across strategic real estate matters, including the Church Commissioners and Pollen.

Inside the Box Advisory

Inside the Box Advisory are recognised specialists in the establishment of estate and building management frameworks. They offer extensive experience delivering governance structures that support long-term, community-led stewardship across both new developments and existing estates.

A selection of their high-profile projects involving similar workstreams include:

- **The Minorities in the City of London** on bespoke management solutions that align with the complexities of the urban regeneration project and legacy estate management
- **Crest Nicholson** in connection with their Upper Longcross development in Surrey
- **Human Nature** in connection with their innovative sustainable development project, The Phoenix, built on the former Phoenix ironworks in Lewes, East Sussex
- **Lovell** on their £290m housing regeneration project at Morris North & South in Greenwich
- **Stakeholders** in connection with the Purfleet Centre Regeneration project in Purfleet-on-Thames
- **Wates Group** in connection with their 152-home regeneration project at Cecil Avenue, in Brent
- **Lendlease** on their £1.9bn 17-hectare mixed use development project at Birmingham Smithfield
- **Stakeholders** in connection with the Barking Riverside development project, building over 10,000 new homes on the former Barking Power Station site

Your *project team*



Emma Humphreys | *Relationship Partner, Real Estate*
+44 (0)20 7203 5326 | emma.humphreys@crsblaw.com

Emma advises on the full range of contentious property issues, with a particular focus on arrears recovery, tenancy terminations, insolvency matters, dilapidations and business tenancy renewals. Emma will act as your key relationship partner.



Charles Seifert | *Director, Inside the Box Advisory*
+44 (0)7977 120 466 | charles@itboxadvisory.co.uk

Charles is a Chartered Surveyor with over 30 years' experience in property management and professional services. Over recent years he has become a specialist in building safety and has founded ItBox a tech platform delivering building safety resident engagement. Charles is a former chairman of the RICS mixed use working party, he has sat on the BPF Residential management Committee and regularly authors articles for industry publications.



Emma Darch | *Director, MNEME Property*
+44 (0)7880 700 589 | emma@mnemeproperty.co.uk

Emma specialises in providing strategic, operational advice and support to investors and developers on complex mixed-use estates and regeneration projects. With over 25 years of combined property management and advisory experience, Emma's expertise supports clients through all the project delivery stages, including steady-state management and beyond. Emma has worked with Charles for many years on projects, and spent seven years together at a previous London based consultancy.



Andrew Collins | *Deputy Relationship Partner, Corporate*
+44 (0)20 7427 6511 | andrew.collins@crsblaw.com

Andrew specialises in corporate advice and transactional work for a wide variety of public and private companies, including family businesses and Estates. Andrew is joint head of our Corporate Governance team and regularly advises clients on strategic and legal matters related to their governance structures.



Georgina Muskett | *Senior Associate, Real Estate*
+44 (0)20 7203 8897 | georgina.muskett@crsblaw.com

Georgina advises on a broad range of landlord and tenant issues, with particular experience advising on a range of property management issues for landlord clients and has extensive experience of proceedings in the First-tier Tribunal (Property Chamber). Georgina also advises on other real property issues including restrictive covenants, misrepresentation and rights of light issues.

Appendix: *proposed hourly rates*

For areas of work that fall outside the scope of work agreed in this proposal, or clearly in our kick of meeting, we will charge time against the below discounted hourly rates unless otherwise agreed. We will identify these at the earliest possible opportunity with your team.

These rates are based on our typical London rates, are exclusive of any VAT and disbursements, and will apply until May 2026.

Charles Russell Speechlys	Hourly Rate (GBP)	Inside the Box Advisory	Day Rate (GBP)
Partner	895	Director	2,400
Senior Associate	715		This rate includes out of hours meetings, lone working arrangements, reasonable travel to the Barbican Estate or City of London's office for meetings and disbursements.
Associate 4 – 6 PQE	545 - 645		
Associate 2 – 4 PQE	470 - 545		
Associate 0 – 2 PQE	395 - 470		
Trainee	295		

Contact us

If you have any questions please contact



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Deputy Relationship Partner

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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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Committee(s): Barbican Estate Residents Consultation Committee - For Information Barbican Residential Committee - For Decision	Dated: 3 November 2025 17 November 2025
Subject: 2024/25 Barbican Estate Service Charges Actuals	Public
This proposal:	To review the accounts for the Barbican Estate Service Charges for the period 01/04/2024 – 31/03/2025
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	For Decision
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report presents the actual expenditure against the billed Estimate for the period 1st April 2024 – 31st March 2025. The report provides narrative against the major variances.

The year was one of transition. In considering the outturn the following points need to be borne in mind:

- It was agreed following the BEO Review and Altair Report that the BRE should have a dedicated Assistant Director managing it. Previously the Assistant Director had been responsible for the Barbican Residential Estate (BRE) and all other Corporation housing.
- It was also agreed, on the recommendation of the new Assistant Director (now Director of Property & Estate Management Barbican) and in line with the Altair report that Property Services should move away from the shared service with other Corporation housing to join the dedicated BEO workforce.
- The implementation of these decisions, which RCC were consulted upon and BRC approved, took place during the year as existing staff left and new staff were recruited to the emerging organisation structure.

The changes above mean that for the financial year 2024/25 the "Barbican Estate Office - Costs of Management & Supervision" have increased but are largely offset by savings achieved within "General Repairs & Maintenance and Technical Services".

Recommendations

The Barbican Residential Committee and Barbican Estate Residents Consultation Committee are asked to:

- Members of the RCC are to note the contents of this report.
- Members of the BRC are asked to approve the outturn report for 2024/2025.

Main Report

The consolidated accounts for the Barbican Estate are underspent against the billed estimate (see appendix 1 for detail). The total figures for the period are as follows:

Billed Estimate: £16,296,044

Actual Spend: £14,911,608

Underspend: **£1,384,436**

It is important to note that an estate-wide underspend does not always translate to an individual block being underspent, as that is dependent on block-specific activity throughout the financial year.

Barbican Estate Office - Costs of Management & Supervision:

Billed Estimate: £678,914

Actual Expenditure: £941,624

Overspend: **£262,710**

This variance is primarily due to two key factors. We previously relied on external project management support, but we are now fully resourced to manage this internally at the Barbican Estate Office. This shift has given us greater control and accountability and has also resulted in a saving of approximately £150k under the Technical Services budget line. Through investing in the team, we are also yielding benefits in other areas such as Repairs & Maintenance which is over £500k underspent for this financial year partly owing to tighter levels of control and scrutiny directly linked to investment in this area.

In this financial year, leaseholders will recall there were several temporary staff within the BEO whilst we undertook significant recruitment activity to build our current permanent team. This led to one-off costs including recruitment fees, agency cover, and expenses related to setting up a new office and onboarding new staff whilst retaining the delivery of services across the Estate.

Resident Staff (Resident Engineers):

Billed Estimate: £404,000

Actual Expenditure: £329,146

Underspend: **£74,854**

This underspend represents the decision not to replace the fourth resident engineer position slightly offset by additional overtime payments made to the three existing resident engineers who now cover the out of hours service gap on a rota basis.

Cleaners:

Billed Estimate: £1,386,582

Actual Expenditure: £1,322,679

Underspend: **£63,903**

This underspend reflects the positive impact of tighter management of staff absence protocols, improved rostering and overtime controls, and a more disciplined approach to workforce planning. These measures have contributed to greater operational efficiency and cost control without compromising service delivery. The cleaning team was reviewed first which is partly why the same outcome is not yet apparent in accounting terms in the Car Park Attendants actuals below.

Car Park Attendants:

Billed Estimate: £772,498

Actual Expenditure: £998,822

Overspend: **£226,324**

The sickness absence management protocols were not sufficiently robust, leading to increased reliance on overtime to cover absences. In response, we have tightened absence management procedures, improved workforce planning, and introduced closer monitoring and approval of overtime to prevent recurrence. These measures are already yielding improved cost control, and we are confident that future expenditure will align more closely with budgeted levels while maintaining operational effectiveness.

House Officer:

Billed Estimate: £145,042

Actual Expenditure: £198,855

Overspend: **£53,813**

The variance primarily reflects transition costs within this department. While we recognise that there has been a step change in how this service is being delivered, during the reporting period the resources remained within this budget line to support essential operational activities, including inspections, balcony checks, and ongoing service provision. There will be no "House Officer" costs from the 26/27 budget as they will form part of the Resident Service line which will be clearly broken out within "Barbican Estate Office Charges".

General Repairs:

Billed Estimate: £3,144,000

Actual Expenditure: £2,586,717

Underspend: **£557,283**

This underspend reflects the significant improvements made in contractor management, operational oversight, and quality assurance processes. Focused efforts on enhancing first-time repair rates, tightening works sign-off procedures, and embedding stronger operational controls have led to more efficient delivery and reduced rework. These improvements demonstrate the benefits of a more disciplined and data-driven approach to managing repairs activity and bringing a dedicated property services team in-house.

While these outcomes demonstrate clear progress, we recognise that further improvements are still needed to fully embed consistent best practice and sustain performance over the long term. Our Planned Preventative Maintenance Program will drive an increase in annually recurring charges moving forward but in tandem prolong the life of assets and provide a better-quality maintenance/service for residents. Our Planned Preventative Maintenance Program and Capital Expenditure plan are within this agenda pack, and we will be working closely with the SCWP and Reporting Committee on how this translates to future budgets.

A backlog of over 2,000 water penetration cases were identified by the new management, working with a group of resident representatives. The corporation agreed to finance the emergency remedial works to make the apartments watertight at no charge to the leaseholders.

Technical Services:

Billed Estimate: £450,215

Actual Expenditure: £296,164

Underspend: **£154,051**

The underspend within the Technical Services budget line is primarily due to a reduction in the external project management support and is reflected in the overspend on the BEO Management & Supervision line as we now have dedicated project management resource within the Barbican Estate Office. This transition has enhanced control, accountability, and operational efficiency.

Lift Maintenance:

Billed Estimate: £396,329

Actual Expenditure: £567,740

Overspend: **£171,411**

The lifts across the estate are aged and increasingly difficult to maintain, with many components now obsolete or requiring specialist sourcing. As a result, maintenance and repair costs are high, and service reliability can be challenging to sustain. Work

is ongoing to review long-term renewal and upgrade options to ensure the lifts remain safe, compliant, and fit for purpose while managing costs effectively.

To help manage this, we are developing a high priority, small-scale replacement project targeting a limited number of lifts. This initiative will not only address the most urgent cases but also allow us to recover critical spare parts to support ongoing maintenance until the wider, long-term lift replacement programme is implemented.

Electricity (common parts and lifts):

Billed Estimate: £930,804

Actual Expenditure: £719,521

Underspend: **£211,283**

£132k of this underspend reflects the benefits of the City of London's Power Purchase Agreement (PPA), which secures energy from a dedicated solar farm at a fixed market rate. In addition to providing price stability and protection from market volatility, the arrangement also generates monthly credits for excess energy exported back to the grid at the current market value. Together, these factors have delivered meaningful cost savings while supporting the City's sustainability and carbon reduction objectives.

The BEO and Energy colleagues from the City are going to provide a full and detailed breakdown of the PPA mechanics to all leaseholders as soon as possible.

The remaining underspend reflects changes in energy price and usage.

Heating:

Billed Estimate: £4,581,233

Actual Expenditure: - £3,797,954

Underspend: **£783,279**

£450k of this underspend reflects the benefits of the PPA, as described above.

The remaining underspend reflects changes in energy price and usage.

Non-Annually Recurring Works:

Non-annually recurring works are underspent by a small amount overall, but as a consolidated figure this variance is not particularly meaningful, given the block-specific nature of these works. Unlike most service areas, where expenditure typically applies across all blocks, non-annually recurring works are unique to each building's individual capital requirements. As such, the consolidated position can mask important local differences.

The City typically operates on a cash-based accounting approach rather than full accrual accounting, which can affect how certain costs are reflected in the financial year-end position. As a result, some non-annually recurring works, such as external

repairs, may appear as a nil spend within the financial year if the associated invoices were received after the financial year had closed. These delayed charges, (or those for any remaining work not completed by the end of the financial year) would then fall into the following year. This could create the appearance of an overspend against a zero budget in that period. This timing differences would not indicate a budgeting error but rather reflects the accounting treatment and timing of cost recognition within the City's financial processes.

Please also note that the 2024/25 accounts will be audited by an external accounting firm in compliance with statutory obligations. The results will be brought to a future meeting.

Appendices

Appendix 1 – Consolidated Barbican Estate Accounts

Appendix 2 – Individual Block Accounts

Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management

Barbican Estate wide Service Charges

Actual Service Charge Costs 2024/25	Actual 2023/24	Actual 2024/25	Estimate 2024/25
	£	£	£
Customer Care			
Costs of Management and Supervision	672,860	941,624	678,914
Estate Management			
Resident Staff - Estate%	375,723	329,146	404,000
Furniture & Fittings	- 9,243	15,539	30,001
Window Cleaning	245,754	277,220	269,199
Cleaners/Porters	1,284,124	1,322,679	1,386,582
Weekend cleaning	15,578	113	14,236
Lobby Porters	917,170	878,096	893,407
Car Park Attendants	812,755	998,822	772,498
House Officer - Estate%	163,712	198,885	145,042
Sub Total	3,805,572	4,020,499	3,914,965
Property Management			
Garchey Maintenance - Estate%	351,997	379,318	321,300
General Repairs - House Cost & Estate%	2,512,089	2,586,717	3,144,000
Technical Services	241,945	296,164	450,215
Lift Maintenance	387,327	567,740	396,239
Electricity (Common Parts and Lifts)	772,878	719,521	930,804
Heating	3,882,354	3,797,954	4,581,233
Sub Total	8,148,589	8,347,415	9,823,791
Open Spaces			
Garden Maintenance - Estate %	204,152	189,575	220,000
Total Annually Recurring Items	12,831,173	13,499,113	14,637,670
Non-Annually Recurring Items - Major Works			
Emergency Lighting	23,085	9,854	-
External redecorations	403,629	511,394	1,218,290
Water Supply Works	76,362	74,992	-
Water Tank Repairs/Replacement	- 4,071	-	-
Replacement Window & Door Frames	165,375	15,875	-
Internal Redecorations	451,561	508,577	320,084
Roof Repairs	11,872	2,994	-
Asbestos Works	77,633	285,902	-
Lobby Refurbishment - Shakespeare	9,450	2,907	-
Carpet Replacement	65,319	-	-
Intercom Renewal	-	-	70,000
Lift Refurbishment	6,806	-	50,000
Total Non-Annually Recurring Items	1,287,023	1,412,495	1,658,374
TOTAL	14,118,196	14,911,608	16,296,044

The proportions of the total actual cost above, attributable to your flat, are as stated in your lease.

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Actual Service Charge Costs 2024/25 ANDREWES HOUSE 192 FLATS (7.34% of Estate Costs)	Actual Costs 2023/24	Actual Costs 2024/25	Estimate 2024/25	Estimate 2025/26
	£	£	£	£
Customer Care				
Costs of Management and Supervision - Andrewes & Proportion of Estate Costs	53,335	76,224	55,211	109,759
Estate Management				
Resident Staff - Estate%	26,817	23,492	28,835	31,904
Furniture & Fittings - Andrewes Cost	-	-	-	-
Window Cleaning- Andrewes Contract cost	11,114	13,043	12,578	17,000
Cleaners/Porters - No of Cleaners for Andrewes & Estate%	142,000	146,271	155,403	169,648
Car Park Attendants- Terrace Block %	79,044	97,140	75,171	78,326
House Officer - Estate%	11,685	14,195	10,352	13,133
Sub Total	270,659	294,142	282,339	310,011
Property Management				
Garchey Maintenance - Estate%	25,801	27,804	23,583	23,270
General Repairs - House Cost & Estate%	186,960	217,070	267,437	137,035
Technical Services - Andrewes Cost & no of repairs orders	17,909	21,916	32,133	32,760
Lift Maintenance - Andrewes Cost	48,852	61,127	52,258	63,938
Electricity (Common Parts and Lifts) - Andrewes Cost	86,410	68,009	85,499	86,950
Heating - Andrewes Cost	325,892	334,379	399,831	431,975
Sub Total	691,824	730,304	860,740	775,928
Open Spaces				
Garden Maintenance - Estate %	13,994	12,995	15,080	14,532
Total Annually Recurring Items	1,029,813	1,113,665	1,213,370	1,210,230
Non-Annually Recurring Items - Major Works				
External Redecorations	-	78,763	260,609	-
Emergency Lighting	13,900	870	-	-
Electrical Testing	11,250	5,086	-	-
Water Tank Repairs/Replacement - Andrewes House cost	208	-	-	-
Asbestos Works	8,280	32,672	-	-
Water Supply Works	2,836	2,605	-	-
Replacement Windows and Frames - Andrewes House cost	-	125	-	-
Redecorations 2020 - 2025 Programme	-	-	-	-
Asset Management/Stock Condition Survey	-	-	-	-
Internal Redecorations - Andrewes House cost	22,744	124,991	-	-
Total Non-Annually Recurring Items	59,218	245,113	260,609	-
TOTAL	1,089,031	1,358,778	1,473,979	1,210,230

Actual Service Charge Costs 2024/25 Ben Jonson 204 FLATS (9.02% of Estate Costs)	Actual 2023/24	Actual 2024/25	Estimate 2024/25	Estimate 2025/26
Customer Care	£	£	£	£
Costs of Management and Supervision - Ben Jonson & Proportion of Estate Costs	71,767	87,910	63,602	110,917
Estate Management				
Resident Staff - Estate%	32,954	28,869	35,434	39,206
Furniture & Fittings - Ben Jonson Cost	-	-	-	-
Window Cleanings- Ben Jonson Contract cost	29,817	35,797	30,678	26,000
Cleaners/Porters - No of Cleaners for Ben Jonson & Estate%	120,091	123,704	130,983	142,989
Car Park Attendants- Terrace Block %	97,198	119,450	92,376	96,254
House Officer - Estate%	14,359	17,444	12,721	16,138
Sub Total	294,420	325,264	302,191	320,587
Property Management				
Garchey Maintenance - Estate%	31,919	34,397	28,981	28,596
General Repairs - House Cost & Estate%	425,970	308,061	386,665	168,400
Technical Services - Ben Jonson & no of repairs orders	35,867	30,824	39,488	40,258
Lift Maintenance - Ben Jonson	16,705	34,592	17,870	20,979
Electricity (Common Parts and Lifts) - Ben Jonson	61,914	65,716	82,318	86,025
Heating - Ben Jonson	334,260	329,381	399,753	454,175
Sub Total	906,636	802,971	955,075	798,433
Open Spaces				
Garden Maintenance - Estate %	17,197	15,969	18,532	17,858
Total Annually Recurring Items	1,290,020	1,232,114	1,339,400	1,247,796
Non-Annually Recurring Items - Major Works				
Asbestos Works	6,902	17,263	-	-
Emergency Lighting	1,985	570	-	-
Redecorations 2020 - 2025 Programme	-	-	-	-
Replacement Window & Door Frames - Ben Jonson House cost	10,212	-	-	-
Internal Redecorations	-	132,329	166,881	-
Water Tank Repairs/Replacement	5,772	-	-	-
Electrical Testing	-	5,406	-	-
Water Supply Works	10,450	3,710	-	-
Stock Condition Survey	-	-	-	-
External Redecorations	24,338	7,412	-	-
Total Non-Annually Recurring Items	48,115	166,690	166,881	-
TOTAL	1,338,135	1,398,804	1,506,281	1,247,796

Actual Service Charge Costs 2024/25 Brandon Mews 26 Flats (1.14% of estate costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
	£	£	£	£
Customer Care Costs of Management and Supervision - Brandon Mews & Proportion of Estate Costs	4,766	5,985	4,481	10,842
Estate Management Resident Staff - Estate% Furniture & Fittings - Brandon Mews Cost Window Cleaning- Brandon Mews Contract cost Cleaners/Porters - No of Cleaners for Brandon Mews & Estate% Car Park Attendants- Terrace Block % House Officer - Estate%	4,165 - 7,728 8,114 12,324 1,815	3,649 - 8,527 8,358 15,145 2,205	4,478 - 8,705 9,768 11,675 1,608	4,955 - 7,000 10,664 12,165 2,040
Sub Total	34,146	37,884	36,234	36,824
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Brandon Mews & no of repairs orders Lift Maintenance - Brandon Mews Electricity (Common Parts and Lifts) - Brandon Mews Heating - Brandon Mews	4,034 18,042 1,191 - 148 67,174	4,347 11,482 2,714 - 117 55,274	3,663 16,563 4,991 - 143 70,766	3,614 19,953 5,088 - 150 86,025
Sub Total	90,590	73,933	96,125	114,830
Open Spaces Garden Maintenance - Estate %	2,173	2,018	2,342	2,257
Total Annually Recurring Items	131,674	119,820	139,183	164,753
Non-Annually Recurring Items - Major Works Electrical Testing External Redecorations Water Supply Works Redecorations 2020 - 2025 Programme Asbestos Works Replacement of BMS system Asset Management/Stock Condition Survey	- - 3,723 - 502 - -	689 15,955 1,666 - 632 - -	- 25,178 - - - - -	- - - - - - -
Total Non-Annually Recurring Items	4,224	18,942	25,178	-
TOTAL	135,899	138,761	164,361	164,753

Actual Service Charge Costs 2024/25 Breton House 111 Flats (3.11% of estate costs)	Actual 2023/24	Actual 2024/25	Estimate 2024/25	Estimate 2025/26
	£	£	£	£
Customer Care				
Costs of Management and Supervision - Breton House & Proportion of Estate Costs	26,249	30,533	23,467	46,869
Estate Management				
Resident Staff - Estate%	11,362	9,954	12,217	13,518
Furniture & Fittings - Breton House Cost	-	-	-	-
Window Cleaning- Breton House Contract cost	9,583	11,470	9,894	13,000
Cleaners/Porters - No of Cleaners for Breton House & Estate%	60,046	61,852	65,713	71,737
Car Park Attendants- Terrace Block %	33,548	41,228	31,850	33,187
House Officer - Estate%	4,951	6,014	4,386	5,564
Sub Total	119,489	130,518	124,060	137,006
Property Management				
Garchey Maintenance - Estate%	11,005	11,860	9,992	9,859
General Repairs - House Cost & Estate%	131,880	74,564	115,602	58,062
Technical Services - Breton House & no of repairs orders	11,967	12,107	13,615	13,881
Lift Maintenance - Breton House	12,331	21,341	13,187	15,985
Electricity (Common Parts and Lifts) - Breton House	33,532	29,242	39,426	44,400
Heating - Breton House	110,374	88,443	122,841	143,375
Sub Total	311,090	237,556	314,664	285,562
Open Spaces				
Garden Maintenance - Estate %	5,929	5,506	6,390	6,157
Total Annually Recurring Items	462,758	404,114	468,580	475,593
Non-Annually Recurring Items - Major Works				
Asbestos Works	4,633	19,765	-	-
Water Supply Works	1,895	1,817	-	-
Replacement Window & Door Frames - Breton House Cost	3,580	-	-	-
Water Tank Repairs/Replacement - Breton House Cost	213	-	-	-
Internal Redecorations	36,050	1,080	-	-
Concrete works	-	-	-	-
Electrical Testing	-	2,942	-	-
Emergency Lighting	-	-	-	-
Stock Condition Survey	-	-	-	-
External Redecorations	7,019	-	-	-
Total Non-Annually Recurring Items	53,389	25,603	-	-
TOTAL	516,147	429,717	468,580	475,593

Actual Service Charge Costs 2024/25 Bryer Court 56 Flats (1.32% of estate costs)	Actual 2023/24	Actual 2024/25	ESTIMATE 2024/25	ESTIMATE 2025/26
	£	£	£	£
Customer Care				
Costs of Management and Supervision - Bryer Court & Proportion of Estate Costs	13,773	18,249	11,412	23,487
Estate Management				
Resident Staff - Estate%	4,823	4,225	5,185	5,737
Furniture & Fittings - Bryer Court Cost	-	-	-	-
Window Cleaning- Bryer Court Contract cost	12,094	13,619	13,345	6,000
Cleaners/Porters - No of Cleaners for Bryer Court & Estate%	29,211	30,090	31,969	34,899
Car Park Attendants- Terrace Block %	14,201	17,452	13,519	14,086
House Officer - Estate%	2,101	2,553	1,862	2,362
Sub Total	62,430	67,939	65,879	63,084
Property Management				
Garchey Maintenance - Estate%	4,671	5,034	4,241	4,185
General Repairs - House Cost & Estate%	53,274	52,732	35,946	24,644
Technical Services - Bryer Court & no of repairs orders	6,527	7,079	5,779	5,891
Lift Maintenance - Bryer Court	8,363	9,507	8,938	10,990
Electricity (Common Parts and Lifts) - Bryer Court	31,565	25,027	32,380	30,525
Heating - Bryer Court	65,194	57,857	76,602	85,100
Sub Total	169,595	157,237	163,887	161,335
Open Spaces				
Garden Maintenance - Estate %	2,517	2,337	2,712	2,613
Total Annually Recurring Items	248,315	245,761	243,890	250,519
Non-Annually Recurring Items - Major Works				
Redecorations 2020 - 2025 Programme	-	-	-	-
Water Supply Works	464	422	-	-
Concrete works - Bryer Court cost	-	-	-	-
Internal Redecorations	-	-	-	-
Electrical Testing	-	1,484	-	-
Emergency lighting	-	-	-	-
Replacement Window & Door Frames - Bryer Court Cost	2,545	-	-	-
Asbestos Works	820	14,234	-	-
Asset Management/Stock Condition Survey	-	-	-	-
External Redecorations	2,458	-	-	-
Total Non-Annually Recurring Items	6,287	16,140	-	-
TOTAL	254,602	261,902	243,890	250,519

Actual Service Charge Costs 2024/25 Bunyan Court 69 Flats (3.09% of estate costs)	Actual 2023/24	Actual 2024/25	Estimate 2024/25	Estimate 2025/26
	£	£	£	£
Customer Care Costs of Management and Supervision - Bunyan Court & Proportion of Estate Costs	26,072	23,836	19,315	37,183
Estate Management Resident Staff - Estate% Furniture & Fittings - Bunyan Court Cost Window Cleaning- Bunyan Court Contract cost Cleaners/Porters - No of Cleaners for Bunyan Court & Estate% Weekend cleaning - Bunyan Court cost Car Park Attendants- Terrace Block % House Officer - Estate%	11,289 1,748 6,084 30,834 609 33,283 4,919	9,890 - 7,734 31,762 - 40,902 5,976	12,139 - 5,829 33,745 344 31,645 4,358	13,431 - 11,000 36,838 - 32,974 5,529
Sub Total	85,271	96,264	88,059	99,772
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Bunyan Court & no of repairs orders Lift Maintenance - Bunyan Court Electricity (Common Parts and Lifts) - Bunyan Court Heating - Bunyan Court	10,935 173,286 14,395 4,303 28,396 117,368	11,783 65,019 10,212 11,855 22,424 109,947	9,928 117,246 13,528 4,607 27,862 133,401	9,796 57,689 13,792 4,995 37,000 158,175
Sub Total	348,681	231,241	306,573	281,447
Open Spaces Garden Maintenance - Estate %	5,891	5,490	6,349	6,118
Total Annually Recurring Items	465,916	356,832	420,296	424,521
Non-Annually Recurring Items - Major Works Internal Redecorations Water Tank Repairs/Replacement Electrical Testing Replacement Windows & Frames Concrete works Bunyan Court cost Water Supply Works Internal Redecorations Emergency Lighting Asbestos Works External Redecorations	- 2,994 - 6,072 - 1,506 29,680 - 2,140 798	- - 1,828 125 - 1,418 - 190 7,990 -	- - - - - - - - - -	- - - - - - - - - -
Total Non-Annually Recurring Items	37,203	11,551	-	-
TOTAL	503,118	368,383	420,296	424,521

Actual Service Charge Costs 2024/25 Cromwell Tower 111 FLATS (10.06% of Estate Costs)	Actual 2023/24	Actual 2024/25	Estimate 2024/25	Estimate 2025/26
Customer Care Costs of Management and Supervision - Cromwell Tower & Proportion of Estate Costs	£ 59,763	£ 92,251	£ 71,218	£ 135,787
Estate Management Resident Staff - Estate% Furniture & Fittings - Cromwell Tower Cost Window Cleaning- Cromwell Tower Contract cost Cleaners/Porters - No of Cleaners for Cromwell Tower & Estate% Weekend cleaning - Cromwell Tower cost Lobby Porters - Tower block % House Officer - Estate%	36,754 - 26,056 60,046 4,755 305,723 16,015	32,198 14,545 29,288 61,852 - 292,699 19,455	39,520 8,667 28,588 63,351 5,160 297,802 14,188	43,726 8,667 10,000 69,158 - 305,333 17,999
Sub Total	449,349	450,036	457,276	454,883
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Cromwell Tower & no of repairs orders Lift Maintenance - Cromwell Tower Electricity (Common Parts and Lifts) - Cromwell Tower Heating - Cromwell Tower	35,600 122,394 15,100 28,727 52,342 336,550	38,363 184,674 22,395 60,258 71,613 335,365	32,323 324,263 44,041 31,014 71,181 391,764	31,893 187,816 44,900 17,985 74,000 465,275
Sub Total	590,713	712,667	894,585	821,869
Open Spaces Garden Maintenance - Estate %	19,180	17,810	20,669	19,917
Total Annually Recurring Items	1,119,005	1,272,764	1,443,747	1,432,456
Non-Annually Recurring Items - Major Works Internal Redecorations Lift Refurbishment External Redecorations Concrete works Replacement Windows & Frames Emergency Lighting Water Supply Works Water Tank Repairs/Replacement Electrical Testing Stock Condition Survey Asbestos Works	60,384 2,269 30,663 - - 7,200 8,779 2,538 - - 5,055	8,172 - 3,920 - - 435 12,097 - 2,942 - 20,390	- 16,667 - - - - - - - - -	- - - - - - - - - - -
Total Non-Annually Recurring Items	111,811	47,955	16,667	-
TOTAL	1,230,816	1,320,719	1,460,414	1,432,456

Actual Service Charge Costs 2024/25 Defoe House 178 FLATS (7.17% of Estate Costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
	£	£	£	£
Customer Care				
Costs of Management and Supervision - Defoe House & Proportion of Estate Costs	49,578	71,360	50,755	101,152
Estate Management				
Resident Staff - Estate%	26,195	22,948	28,167	31,165
Furniture & Fittings - Defoe House Cost	-	-	-	-
Window Cleaning- Defoe House Contract cost	14,176	14,546	15,968	16,000
Cleaners/Porters - No of Cleaners for Defoe House & Estate%	120,091	123,704	130,539	142,504
Car Park Attendants- Terrace Block %	77,189	94,860	73,430	76,512
House Officer - Estate%	11,414	13,866	10,112	12,828
Sub Total	249,066	269,924	258,215	279,009
Property Management				
Garchey Maintenance - Estate%	25,373	27,342	23,037	22,731
General Repairs - House Cost & Estate%	190,755	214,248	253,182	133,861
Technical Services - Defoe House & no of repairs orders	18,953	20,112	31,389	32,001
Lift Maintenance - Defoe House	48,742	60,439	51,779	63,938
Electricity (Common Parts and Lifts) - Defoe House	60,133	51,956	66,640	72,150
Heating - Defoe House	328,281	327,059	398,284	437,525
Sub Total	672,237	701,156	824,311	762,206
Open Spaces				
Garden Maintenance - Estate %	13,670	12,694	14,731	14,195
Total Annually Recurring Items	984,552	1,055,135	1,148,013	1,156,563
Non-Annually Recurring Items - Major Works				
External Redecorations	18,427	164,673	275,542	-
Emergency Lighting	-	870	-	-
Water Tank Repairs/Replacement - Defoe House cost	878	-	-	-
Water Supply Works	3,104	4,076	-	-
Electrical testing	20,240	4,717	-	-
Replacement Windows & Frames	23,158	1,838	-	-
Stock Condition Survey	-	-	-	-
Asbestos Works	7,135	22,431	-	-
Redecorations 2020 - 2025 Programme	-	-	-	-
Internal Redecorations	-	66,018	-	-
Total Non-Annually Recurring Items	72,942	264,623	275,542	-
TOTAL	1,057,494	1,319,758	1,423,555	1,156,563

Actual Service Charge Costs 2024/25 Frobisher Crescent 133 FLATS (3.78% of Estate Costs)	<i>Actual</i> <i>2023/24</i>	<i>Actual</i> <i>2024/25</i>	<i>Estimate</i> <i>2024/25</i>	<i>Estimate</i> <i>2025/26</i>
	£	£	£	£
Customer Care Costs of Management and Supervision - Frobisher Crescent & Proportion of Estate Costs	16,866	18,632	15,874	35,543
Estate Management Resident Staff - Estate% (inc add pension) Furniture & Fittings - Frobisher Crescent Cost Window Cleaning- Frobisher Crescent Contract cost Cleaners/Porters - No of Cleaners for Frobisher Crescent & Estate% Car Park Attendants- Terrace Block % House Officer - Estate%	12,312 - 6,497 30,304 36,507 5,365	10,786 - 7,582 31,147 44,865 6,517	13,239 - 6,902 33,137 34,513 4,753	14,648 - 11,000 36,213 35,962 6,029
Sub Total	90,986	100,898	92,544	103,852
Property Management Boiler Maintenance - Frobisher Crescent General Repairs - House Cost inc safety and security Technical Services - Frobisher Crescent Lift Maintenance - Frobisher Crescent cost Electricity (Common Parts and Lifts) - Frobisher Crescent cost Gas - Communal charge for circulating heat	- 87,349 5,617 9,012 7,804 44,912	- 45,909 6,465 11,710 6,986 29,175	- 92,297 14,753 3,000 14,024 35,000	- 79,467 15,041 2,000 13,875 35,000
Sub Total	154,694	100,246	159,074	145,383
Open Spaces Garden Maintenance - Estate %	6,425	5,966	6,924	6,672
Total Annually Recurring Items	268,971	225,741	274,416	291,450
Non-Annually Recurring Items - Major Works Electrical Testing Redecorations 2020 - 2025 Programme Carpet Replacement Water Supply Works External Redecorations Asset Management/Stock Condition Survey Internal Redecorations Lift Refurbishment Roof Waterproofing	- - 65,319 455 17,881 - - - - 8,928	1,829 - - 1,867 - - - - - 1,473	- - - - 97,666 - - - - -	- - - - - - - - - -
Total Non-Annually Recurring Items	92,583	5,168	97,666	-
TOTAL	361,554	230,910	372,082	291,450

Actual Service Charge Costs 2024/25 Gilbert House 88 FLATS (4.27% of Estate Costs)	Actual 2023/24	Actual 2024/25	Estimate 2024/25	Estimate 2025/26
Customer Care Costs of Management and Supervision - Gilbert House & Proportion of Estate Costs	£ 21,542	£ 33,117	£ 25,349	£ 53,854
Estate Management Resident Staff - Estate% Furniture & Fittings - Gilbert House Cost Window Cleaning- Gilbert House Contract cost Cleaners/Porters - No of Cleaners for Gilbert House & Estate% Car Park Attendants- Terrace Block % House Officer - Estate%	15,600 - 9,533 54,528 46,048 6,797	13,666 994 10,518 56,168 56,590 8,258	16,774 17,000 10,737 60,385 43,730 6,022	18,560 17,000 8,000 65,920 45,566 7,640
Sub Total	132,507	146,194	154,648	162,686
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Gilbert House & no of repairs orders Lift Maintenance - Gilbert House Electricity (Common Parts and Lifts) - Gilbert House Heating - Gilbert House	15,110 52,669 6,706 12,356 34,098 179,557	16,283 79,463 10,149 16,336 29,051 179,397	13,720 105,758 18,693 13,594 36,924 213,842	13,537 63,169 19,058 15,985 48,100 246,050
Sub Total	300,496	330,680	402,531	405,898
Open Spaces Garden Maintenance - Estate %	8,141	7,560	8,773	8,454
Total Annually Recurring Items	462,686	517,551	591,301	630,893
Non-Annually Recurring Items - Major Works Replacement Window & Doors Frames - Gilbert House cost Water Tank Repairs/Replacement Concrete Works Roof Repairs Water Supply Works Emergency Lighting Stock Condition Survey Redecorations 2020 - 2025 Programme Internal Redecorations Asbestos Works External Redecorations Electrcial testing	1,303 561 - - 1,389 - - - 4,733 1,420 - 3,500	125 - - - 1,248 - - - 6,126 4,071 80,911 2,332	- - - - - - - - - - 143,998 -	- - - - - - - - - - - -
Total Non-Annually Recurring Items	12,906	94,814	143,998	-
TOTAL	475,592	612,365	735,299	630,893

Actual Service Charge Costs 2024/25 John Trundle Court 133 FLATS (3.78% of Estate Costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
	£	£	£	£
Customer Care Costs of Management and Supervision - John Trundle Court & Proportion of Estate Costs	36,026	47,069	28,264	57,226
Estate Management Resident Staff - Estate% Furniture & Fittings - John Trundle Court Cost Window Cleaning- John Trundle Court Contract cost Cleaners/Porters - No of Cleaners for John Trundle Court & Estate% Car Park Attendants- Terrace Block % House Officer - Estate%	13,810 - 10,800 69,783 40,682 6,017	12,098 - 12,192 71,882 49,995 7,310	14,849 - 11,888 67,933 38,712 5,331	16,430 - 18,000 74,160 40,337 6,763
Sub Total	141,092	153,477	138,713	155,690
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - John Trundle Court & no of repairs orders Lift Maintenance - John Trundle Court Electricity (Common Parts and Lifts) - John Trundle Court Heating - John Trundle Court	13,376 198,965 16,295 16,770 47,879 134,857	14,415 167,309 19,431 36,861 39,893 131,300	12,145 140,859 16,548 17,941 54,332 166,656	11,984 70,571 16,871 20,979 64,750 187,775
Sub Total	428,143	409,209	408,482	372,931
Open Spaces Garden Maintenance - Estate %	7,207	6,692	7,766	7,484
Total Annually Recurring Items	612,468	616,446	583,224	593,331
Non-Annually Recurring Items - Major Works				
Redecorations 2020 - 2025 Programme	-	-	-	-
Internal Redecorations - John Trundle Cost	-	742	-	-
Water Tank Repairs/Replacement	1,758	-	-	-
Emergency Lighting	-	437	-	-
Water Supply Works	2,565	2,478	-	-
Electrical Testing	-	3,525	-	-
Replacement Window & Door Frames - John Trundle Court Cost	75,254	27	-	-
Asset Management/Stock Condition Survey	-	-	-	-
Asbestos Works	2,011	5,027	-	-
External Redecorations	1,321	-	-	-
Total Non-Annually Recurring Items	82,910	12,236	-	-
TOTAL	695,377	628,682	583,224	593,331

Actual Service Charge Costs 2024/25 Lauderdale Tower 117 Flats (10.82% of estate costs)	<i>Actual 2023/24</i>	<i>Actual 2024/25</i>	<i>Estimate 2024/25</i>	<i>Estimate 2025/26</i>
Customer Care	£	£	£	£
Costs of Management and Supervision - Lauderdale Tower & Proportion of Estate Costs	64,955	92,299	70,180	137,852
Estate Management				
Resident Staff - Estate%	39,531	34,630	42,506	47,030
Furniture & Fittings - Lauderdale Tower Cost	7,495	-	4,334	4,334
Window Cleaning- Lauderdale Tower Contract cost	23,638	26,543	26,072	10,000
Cleaners/Porters - No of Cleaners for Lauderdale Tower & Estate%	60,046	61,852	63,351	69,158
Weekend cleaning - Lauderdale Tower cost	6,676	113	6,879	-
Lobby Porters - Tower block %	305,723	292,699	297,802	305,333
House Officer - Estate%	17,224	20,925	15,260	19,359
Sub Total	445,344	436,761	456,205	455,214
Property Management				
Garchey Maintenance - Estate%	38,289	41,261	34,765	34,302
General Repairs - House Cost & Estate%	164,774	226,464	305,219	202,005
Technical Services - Lauderdale Tower & no of repairs orders	17,312	24,278	47,368	48,292
Lift Maintenance - Lauderdale Tower	28,816	33,087	31,159	17,985
Electricity (Common Parts and Lifts) - Lauderdale Tower	71,160	68,716	73,497	67,525
Heating - Lauderdale Tower	349,620	354,730	408,902	474,525
Sub Total	669,970	748,536	900,911	844,634
Open Spaces				
Garden Maintenance - Estate %	20,629	19,156	22,230	21,422
Total Annually Recurring Items	1,200,898	1,296,752	1,449,525	1,459,122
Non-Annually Recurring Items - Major Works				
Emergency Lighting	-	435	-	-
External redecorations - Lauderdale cost	150,824	-	-	-
Water Supply Works	8,701	11,321	-	-
Water Tank Repairs/Replacement	4,718	-	-	-
Replacement Window & Door Frames - Lauderdale Tower cost	-	-	-	-
Internal Redecorations	-	59,757	75,444	-
Electrical Testing	-	-	-	-
Asset Management/Stock Condition Survey	-	-	-	-
Asbestos Works	8,207	21,349	-	-
Redecorations 2020 - 2025 Programme	-	-	-	-
Lift Refurbishment	2,269	-	16,667	-
Total Non-Annually Recurring Items	174,718	92,862	92,111	-
TOTAL	1,375,617	1,389,615	1,541,636	1,459,122

Actual Service Charge Costs 2024/25 Lambert Jones Mews 8 Flats (0.59% of estate costs)	<i>Actual</i> <i>2023/24</i> £	<i>Actual</i> <i>2024/25</i> £	<i>Estimate</i> <i>2024/25</i> £	<i>Estimate</i> <i>2025/26</i> £
Customer Care Costs of Management and Supervision - Lambert Jones Mews & Proportion of Estate Costs	2,108	3,832	2,460	5,386
Estate Management Resident Staff - Estate% Furniture & Fittings - Lambert Jones Mews Cost Window Cleaning- Lambert Jones Mews Contract cost Cleaners/Porters - No of Cleaners for Lambert Jones Mews & Estate% Car Park Attendants- Terrace Block % House Officer - Estate%	2,156 - 409 4,869 6,316 939	1,888 - 451 5,015 7,763 1,141	2,318 - 460 5,328 6,042 832	2,564 - 1,000 5,816 6,296 1,056
Sub Total	14,688	16,258	14,980	16,732
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Lambert Jones Mews & no of repairs orders Lift Maintenance - Lambert Jones Mews Electricity (Common Parts and Lifts) - Lambert Jones Mews Heating - Lambert Jones Mews	2,088 6,069 977 - 1,088 31,695	2,250 13,907 2,973 - 801 31,140	1,896 13,232 2,583 - 1,030 38,196	1,870 10,327 2,633 - 1,100 -
Sub Total	41,917	51,071	56,937	15,930
Open Spaces Garden Maintenance - Estate %	1,125	1,045	1,212	1,168
Total Annually Recurring Items	59,838	72,205	75,589	39,216
Non-Annually Recurring Items - Major Works Electrical Testing External Redecorations Water Supply Works Water Tank Repairs/Replacement Drainage Repars & Replacement Asset Management/Stock Condition Survey Asbestos Works	- - 725 197 - - 27	212 - 721 - - - 226	- - - - - - -	- - - - - - -
Total Non-Annually Recurring Items	949	1,158	-	-
TOTAL	60,788	73,364	75,589	39,216

Actual Service Charge Costs 2024/25 Mountjoy House 64 Flats (3.21% of estate costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
	£	£	£	£
Customer Care Costs of Management and Supervision - Mountjoy House & Proportion of Estate Costs	14,736	22,888	17,377	38,000
Estate Management Resident Staff - Estate% Furniture & Fittings - Mountjoy House Cost Window Cleaning- Mountjoy House Contract cost Cleaners/Porters - No of Cleaners for Mountjoy House & Estate% Car Park Attendants- Terrace Block % House Officer - Estate % Sub Total	11,728 - 4,085 43,817 34,608 5,110 99,348	10,274 - 4,508 45,135 42,531 6,208 108,655	12,610 - 4,602 47,953 32,874 4,527 102,566	13,953 - 6,000 52,348 34,254 5,743 112,298
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Mountjoy House & no of repairs orders Lift Maintenance - Mountjoy House Electricity (Common Parts and Lifts) - Mountjoy House Heating - Mountjoy House Sub Total	11,359 34,281 5,068 8,307 19,422 131,119 209,557	12,241 52,668 7,557 9,427 16,941 118,818 217,652	10,314 77,935 14,053 8,883 22,267 147,846 281,299	10,177 59,929 14,327 10,990 20,350 165,575 281,348
Open Spaces Garden Maintenance - Estate %	6,120	5,683	6,595	6,355
Total Annually Recurring Items	329,761	354,878	407,837	438,001
Non-Annually Recurring Items - Major Works Redecorations 2020 - 2025 Programme External Redecorations - Mountjoy house cost Water Supply Works Water Tank Repairs/Replacement Emergency lighting Asbestos Works Electrical testing Internal Redecorations Replacement Window & Door Frames - Mountjoy House Cost Total Non-Annually Recurring Items	- - 1,277 154 - 1,686 - 291 7,400 10,807	- - 1,043 - 3,815 5,163 1,696 - - 11,716	- - - - - - - - - -	- - - - - - - - - -
TOTAL	340,569	366,595	407,837	438,001

Actual Service Charge Costs 2024/25 Seddon House 75 Flats (3.78% of estate costs)	<i>Actual 2023/24</i>	<i>Actual 2024/25</i>	<i>Estimate 2024/25</i>	<i>Estimate 2025/26</i>
Customer Care Costs of Management and Supervision - Seddon House & Proportion of Estate Costs	£ 20,589	£ 28,585	£ 21,519	£ 46,944
Estate Management Resident Staff - Estate% Furniture & Fittings - Seddon House Cost Window Cleaning- Seddon House Contract cost Cleaners/Porters - No of Cleaners for Seddon House & Estate% Car Park Attendants- Terrace Block % House Officer - Estate % Sub Total	13,810 - 9,533 55,177 40,682 6,017 125,219	12,098 - 9,657 56,837 49,995 7,310 135,897	14,849 - 10,737 60,385 38,712 5,331 130,014	16,430 - 7,000 65,920 40,337 6,763 136,450
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Seddon House & no of repairs orders Lift Maintenance - Seddon House Electricity (Common Parts and Lifts) - Seddon House Heating - Seddon House Sub Total	13,376 61,795 10,144 12,226 23,777 149,422 270,739	14,415 53,546 10,639 23,128 21,142 146,801 269,671	12,145 93,692 16,548 13,070 26,352 180,067 341,874	11,984 70,571 16,871 15,985 29,428 117,475 262,313
Open Spaces Garden Maintenance - Estate %	7,207	6,692	7,766	7,484
Total Annually Recurring Items	423,754	440,846	501,173	453,191
Non-Annually Recurring Items - Major Works External Redecorations - Seddon House cost Electrical Testing Water Tank Repairs/Replacement Internal Redecorations Water Supply Works Asset Management/Stock Condition Survey Asbestos Works Redecorations 2020 - 2025 Programme Replacement Window & Door Frames Total Non-Annually Recurring Items TOTAL	- 13,510 268 28,765 1,070 - 1,398 - - - 45,011 468,765	- 1,988 - - 1,707 - 7,763 - 3,500 14,957 455,803	- - - - - - - - - - 501,173	- - - - - - - - - - 453,191

Actual Service Charge Costs 2024/25 Shakespeare Tower 116 flats (10.77% of estate costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
Customer Care	£	£	£	£
Costs of Management and Supervision - Shakespeare Tower & Proportion of Estate Costs	58,134	85,650	65,188	137,804
Estate Management				
Resident Staff - Estate%	39,348	34,470	42,309	46,813
Furniture & Fittings - Shakespeare Tower Cost	-	-	-	-
Window Cleaning- Shakespeare Tower Contract cost	23,638	26,543	26,072	10,000
Cleaners/Porters - No of Cleaners for Shakespeare Tower & Estate%	60,046	61,852	65,205	69,158
Additional Refuse Collection/Weekend Cleaning	3,537	-	-	-
Lobby Porters - tower block %	305,723	292,699	297,802	305,333
House Officer - Estate%	17,145	20,828	15,190	19,270
Sub Total	449,437	436,392	446,578	450,574
Property Management				
Garchey Maintenance - Estate%	38,112	41,070	34,604	34,144
General Repairs - House Cost & Estate%	108,323	179,447	248,854	201,072
Technical Services - Shakespeare Tower & no of repairs orders	10,699	20,042	47,149	48,069
Lift Maintenance - Shakespeare Tower	32,878	34,494	30,316	17,985
Electricity (Common Parts and Lifts) - Shakespeare Tower	39,330	56,977	74,937	73,075
Heating - Shakespeare Tower	336,299	337,807	406,976	475,450
Sub Total	565,641	669,838	842,835	849,794
Open Spaces				
Garden Maintenance - Estate %	20,533	19,067	22,127	21,323
Total Annually Recurring Items	1,093,745	1,210,947	1,376,728	1,459,495
Non-Annually Recurring Items - Major Works				
Emergency lighting	-	435	-	-
Lobby Refurbishment	9,450	2,907	-	-
Water Tank Repairs/Replacement	3,106	-	-	-
Redecorations 2020 - 2025 Programme	-	-	-	-
External redecorations - Shakespeare Tower Cost	149,900	19,239	-	-
Concrete works	-	-	-	-
Water Supply Works	9,447	12,071	-	-
Intercom Renewal	-	-	70,000	-
Internal Redecorations	-	31,357	77,759	-
Asbestos Works	10,857	15,689	-	-
Lift Refurbishment	2,269	-	16,667	-
Total Non-Annually Recurring Items	178,817	81,698	164,426	-
TOTAL	1,272,562	1,292,645	1,541,154	1,459,495

Actual Service Charge Costs 2024/25 Speed House 114 FLATS (4.52% of Estate Costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
Customer Care	£	£	£	£
Costs of Management and Supervision - Speed House & Proportion of Estate Costs	30,333	53,267	36,129	72,354
Estate Management				
Resident Staff - Estate%	16,514	14,467	17,757	19,647
Furniture & Fittings - Speed House Cost	-	-	-	-
Window Cleaning- Speed House Contract cost	14,980	16,528	16,873	10,000
Cleaners/Porters - No of Cleaners for Speed House & Estate%	98,183	101,136	105,674	115,360
Car Park Attendants- Terrace Block %	48,654	59,793	46,290	48,234
House Officer - Estate %	7,195	8,741	6,375	8,087
Sub Total	185,526	200,665	192,969	201,328
Property Management				
Garchey Maintenance - Estate%	15,995	17,237	14,523	14,330
General Repairs - House Cost & Estate%	60,340	148,670	159,878	84,386
Technical Services - Speed House & no of repairs orders	9,923	21,423	19,788	20,174
Lift Maintenance - Speed House	33,692	55,728	36,019	42,959
Electricity (Common Parts and Lifts) - Speed House	55,574	45,188	62,533	67,127
Heating - Speed House	198,365	220,559	230,101	268,250
Sub Total	373,890	508,805	522,842	497,226
Open Spaces				
Garden Maintenance - Estate %	8,617	8,002	9,286	8,949
Total Annually Recurring Items	598,366	770,739	761,226	779,858
Non-Annually Recurring Items - Major Works				
Redecorations 2020 - 2025 Programme	-	-	-	-
Internal redecorations - Speed House Cost	91,603	78,004	-	-
Water Tank Repairs/Replacement	145	-	-	-
External Redecorations	-	137,604	188,664	-
Electrical Testing	16,250	3,021	-	-
Water Supply Works	1,856	3,824	-	-
Asset Management/Stock Condition Survey	-	-	-	-
Asbestos Works	2,354	35,082	-	-
Emergency lighting	-	927	-	-
Replacement Window & Door Frames - Speed House Cost	-	10,009	-	-
Total Non-Annually Recurring Items	111,919	268,471	188,664	-
TOTAL	710,285	1,039,210	949,890	779,858

Actual Service Charge Costs 2024/25 Thomas More House 165 FLATS (6.04% of Estate Costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
	£	£	£	£
Customer Care Costs of Management and Supervision - Thomas More House & Proportion of Estate Costs	50,285	72,194	45,485	90,239
Estate Management Resident Staff - Estate% Furniture & Fittings - Thomas More House Cost Window Cleaning- Thomas More House Contract cost Cleaners/Porters - No of Cleaners for Thomas More House & Estate% Car Park Attendants- Terrace Block % House Officer - Estate %	22,067 - 12,915 120,091 65,020 9,615	19,331 - 14,250 123,704 79,905 11,681	23,728 - 14,547 131,515 61,857 8,519	26,253 - 13,000 143,570 64,454 10,807
Sub Total	229,709	248,871	240,167	258,084
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Thomas More House & no of repairs orders Lift Maintenance - Thomas More House Electricity (Common Parts and Lifts) - Thomas More House Heating - Thomas More House	21,374 236,392 19,586 40,953 56,062 280,224	23,033 252,324 25,858 61,279 48,404 264,598	19,407 215,880 26,442 43,798 66,602 355,695	19,148 112,764 26,958 53,948 66,772 384,800
Sub Total	654,590	675,496	727,823	258,084
Open Spaces Garden Maintenance - Estate %	11,515	10,693	12,409	11,958
Total Annually Recurring Items	946,099	1,007,254	1,025,883	1,024,673
Non-Annually Recurring Items - Major Works				
Internal Redecorations - TMH cost Window Replacement Water Tank Repairs/Replacement Concrete works Electrical Testing Emergency lighting Water Supply Works Asset Management/Stock Condition Survey Redecorations 2020 - 2025 Programme Asbestos Works	114,487 26,652 685 - - - 13,509 - - 13,453	- - - - 9,085 870 5,997 - - 42,764	- - - - - - - - - -	- - - - - - - - - -
Total Non-Annually Recurring Items	168,787	58,716	-	-
TOTAL	1,114,885	1,065,970	1,025,883	1,024,673

Actual Service Charge Costs 2024/25 2 Wallside	<i>Actual</i> <i>2023/24</i> £	<i>Actual</i> <i>2024/25</i> £	<i>Estimate</i> <i>2024/25</i> £	<i>Estimate</i> <i>2025/26</i> £
Customer Care Costs of Management and Supervision - Postern and Wallside & Proportion of Estate Costs	480	2,076	350	350
Estate Management Resident Staff - Estate% Furniture & Fittings - Postern and Wallside Cost Window Cleaning- Postern and Wallside Contract cost Cleaners/Porters - No of Cleaners for Postern and Wallside & Estate% Car Park Attendants- Terrace Block % House Officer - Estate % Sub Total	810 - - - 2,388 353 3,551	710 - - - 2,935 429 4,073	871 - - - 2,270 313 3,454	964 - - - 2,366 397 3,727
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Postern and Wallside & no of repairs orders Lift Maintenance - Postern and Wallside Electricity (Common Parts and Lifts) - Postern and Wallside Heating - Postern and Wallside Sub Total	785 807 367 - 102 - 2,060	845 13,006 745 - 145 - 14,742	712 700 971 - 252 - 2,636	703 62 990 - 244 - 1,999
Open Spaces Garden Maintenance - Estate %	423	393	456	439
Total Annually Recurring Items	6,514	21,284	6,896	6,515
Non-Annually Recurring Items - Major Works External Redecorations Concrete works - Wallside/Postern cost Replacement Window & Door Frames Water Supply Works Asset Management/Stock Condition Survey Asbestos Roof Repairs Total Non-Annually Recurring Items	- - 76 167 - 10 189 442	- - 81 162 - 85 98 426	- - - - - - - -	- - - - - - - -
TOTAL	6,957	21,709	6,896	6,515

Actual Service Charge Costs 2024/25 Wallside freeholders	this has been adjus.			
	Actual 2023/24	Actual 2024/25	Estimate 2024/25	Estimate 2025/26
Customer Care	£	£	£	£
Costs of Management and Supervision - Postern and Wallside & Proportion of Estate Costs	206	306	183	281
Estate Management				
Resident Staff - Estate%	366	321	393	435
Furniture & Fittings - Postern and Wallside Cost	-	-	-	-
Window Cleaning- Postern and Wallside Contract cost	-	-	-	-
Cleaners/Porters - No of Cleaners for Postern and Wallside & Estate%	-	-	-	-
Car Park Attendants- Terrace Block %	1,079	1,326	1,026	1,069
House Officer - Estate %	159	194	141	179
(Last year included in supervision and management charge)				
Sub Total	1,604	1,840	1,560	1,683
Property Management				
Garchey Maintenance - Estate%	354	382	322	318
General Repairs	230	253	204	1,797
Technical Services	11	14	54	54
Electricity (Ventilation) - Postern and Wallside	46	66	114	110
Heating - Postern and Wallside	4,394	4,020	4,838	5,220
Sub Total	5,036	4,734	5,531	7,498
Open Spaces				
Garden Maintenance - Estate %	191	177	206	198
Total Annually Recurring Items	7,036	7,057	7,480	9,661
Non-Annually Recurring Items - Major Works				
Digital TV network				
Asbestos Works	5	38	-	-
Water Supply Works	4	-	-	-
Heating Control System	-	-	-	-
Replacement of BMS system	-	-	-	-
Total Non-Annually Recurring Items	9	38	-	-
TOTAL	7,045	7,095	7,480	9,661

Actual Service Charge Costs 2024/25 Postern and Wallside	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
	£	£	£	£
Customer Care Costs of Management and Supervision - Postern and Wallside & Proportion of Estate Costs	2,649	3,038	2,614	6,422
Estate Management Resident Staff - Estate% Furniture & Fittings - Postern and Wallside Cost Window Cleaning- Postern and Wallside Contract cost Cleaners/Porters - No of Cleaners for Postern and Wallside & Estate% Car Park Attendants- Terrace Block % House Officer - Estate % Sub Total	2,824 - 545 4,057 8,325 1,230 16,981	2,474 - 601 4,179 10,231 1,495 18,980	3,036 - 614 4,440 7,916 1,090 17,096	3,359 - 1,000 4,847 8,248 1,383 18,837
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Postern and Wallside & no of repairs orders Lift Maintenance - Postern and Wallside Electricity (Common Parts and Lifts) - Postern and Wallside Heating - Postern and Wallside Sub Total	2,735 10,197 1,454 - 356 33,893 48,635	2,947 3,741 1,217 - 506 31,007 39,419	2,483 12,330 3,384 - 881 37,314 56,392	2,450 13,529 3,450 - 851 32,375 52,655
Open Spaces Garden Maintenance - Estate %	1,474	1,368	1,588	1,530
Total Annually Recurring Items	69,739	62,804	77,690	79,444
Non-Annually Recurring Items - Major Works Water Tank Repairs/Replacement Concrete Works - Wallside/Postern cost Roof Repairs Water Supply Works External Redecorations Electrical testing Asbestos Works Total Non-Annually Recurring Items	542 - 2,649 1,145 - - 35 4,372	- - 1,369 3,948 - 1,738 296 7,350	- - 24,000 - - - - 24,000	- - - - - - - -
TOTAL	74,111	70,154	101,690	79,444

Actual Service Charge Costs 2024/25 Willoughby House 148 FLATS (6.92% of Estate Costs)	<i>Actual</i> 2023/24	<i>Actual</i> 2024/25	<i>Estimate</i> 2024/25	<i>Estimate</i> 2025/26
	£	£	£	£
Customer Care Costs of Management and Supervision - Willoughby House & Proportion of Estate Costs	40,237	58,689	41,185	94,879
Estate Management Resident Staff - Estate% Furniture & Fittings - Willoughby House Cost Window Cleaning- Willoughby House Contract cost Cleaners/Porters - No of Cleaners for Willoughby House & Estate% Car Park Attendants- Terrace Block % House Officer - Estate % Sub Total	- 25,282 - 11,984 111,977 74,583 11,016 234,842	- 22,148 - 13,222 115,345 91,657 13,383 255,755	- 27,185 - 13,498 120,770 70,870 9,760 242,084	- 30,078 - 13,000 131,841 73,845 12,381 261,145
Property Management Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Willoughby House & no of repairs orders Lift Maintenance - Willoughby House Electricity (Common Parts and Lifts) - Willoughby House Heating - Willoughby House Sub Total	- 24,488 109,955 15,052 33,306 61,084 261,098 504,983	- 26,389 145,079 16,851 35,556 49,668 254,748 528,291	- 22,234 151,378 30,295 21,804 89,986 299,656 615,353	- 21,938 129,194 30,886 26,974 96,598 343,175 648,765
Open Spaces Garden Maintenance - Estate %	- 13,193	- 12,251	- 14,218	- 13,701
Total Annually Recurring Items	793,255	854,987	912,840	1,018,490
Non-Annually Recurring Items - Major Works Asbestos Works Water supply Works External Redecorations - Willoughby House cost Replacement Window & Door Frames - Willoughby House Redecorations 2020 - 2025 Programme Electrical Testing Water Tank Repairs/Replacement Emergency Lighting Asset Management/Stock Condition Survey Internal Redecorations Total Non-Annually Recurring Items	297 901 - 9,200 - - 183 - - 62,824 73,404	8,417 633 2,917 - - 3,922 - - - - 15,888	- - 226,633 - - - - - - - 226,633	- - - - - - - - - - -
TOTAL	866,659	870,875	1,139,473	1,018,490

Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Repairs & Maintenance (Lot 2) – In-House Updates	Public
This proposal: <ul style="list-style-type: none"> provides statutory duties 	Providing Excellent Services
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	For Information
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report updates Members on the implementation of the in-house repairs service following Barbican Residential Committee (BRC) approval. The Barbican Estate Office (BEO) is adopting a phased approach to ensure continuity of service, effective management of resources, and a smooth transition.

Two distinct phases have been identified to support the successful transition:

- Phase One: Managing the handover between Chigwell and Elkins to ensure services continues uninterrupted following Chigwell's departure.
- Phase Two: Developing the BEO's internal capability in a considered and structured way, ensuring adequate time, staffing, and systems are in place before full implementation.

An open resident meeting has been scheduled at St Giles Church to discuss the approach, share key milestones, and gather resident feedback. This is the first of a series of engagement sessions on this topic.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

At its previous meeting, the Barbican Residential Committee (BRC) approved the proposal to bring the repairs and maintenance service in-house following Chigwell's resignation. The BEO believe this is an opportunity for strengthening service quality, accountability, and resident satisfaction.

Officers have undertaken detailed planning and engagement to ensure the transition is delivered safely, transparently, and efficiently, without disruption to ongoing repairs or compliance obligations.

To achieve this, the BEO has developed a phased implementation model that allows both the outgoing contractors and the new internal teams to work in alignment during the transition period.

Phase One – Transition and Continuity

To manage the transfer of operational responsibility between the current contractors (Chigwell and Elkins).

Key features include:

- Ensuring service continuity throughout the transition, with no gap in emergency or responsive repair provision.
- Retaining existing contractor support while new internal capacity is established.
- Conducting a detailed handover and data transfer process, including outstanding works orders, compliance records, and material inventories.
- Implementing interim management oversight to ensure resident enquiries, complaints, and escalations continue to be managed effectively.
- Providing a clear communication plan for residents, including information on who to contact during the transition.

This approach provides stability while safeguarding service quality and ensuring that lessons from the outgoing contracts are captured and applied to the new model.

Phase Two – Establishment of the In-House Model

- Developing the organisational structure to support delivery, including management, supervision, administration, and technical functions.
- Recruiting and onboarding appropriately qualified staff to deliver a professional and accountable service.
- Designing and implementing robust systems for job tracking, materials management, and quality assurance.
- Ensuring full compliance with health and safety legislation, financial controls, and governance standards.
- Engaging residents throughout the process to set clear expectations and maintain transparency.

This measured approach ensures the new model is fit for purpose from day one and ensures:

- Residents continue to receive reliable services during the transition, avoiding disruption.
- The BEO can test, refine, and stabilise systems before full rollout.
- Time is allocated to ensure the right people, skills, and resources are in place to deliver consistently high standards.
- Residents will receive regular updates through meetings and published reports, including the open meeting at St Giles Church.
- The BEO assumes direct responsibility for service outcomes, improving oversight and responsiveness.
- Lessons learned from existing contracts will inform more efficient working practices and resource use.

Next Steps

- Continue detailed planning and data handover with existing contractors.
- Finalise staffing, governance, and process frameworks for the in-house service.
- Present phase 2 implementation plan and timeline to the February 2026 RCC/BRC.
- Incorporate resident feedback from the St Giles meeting and other planned engagement sessions into final preparations.

Appendix

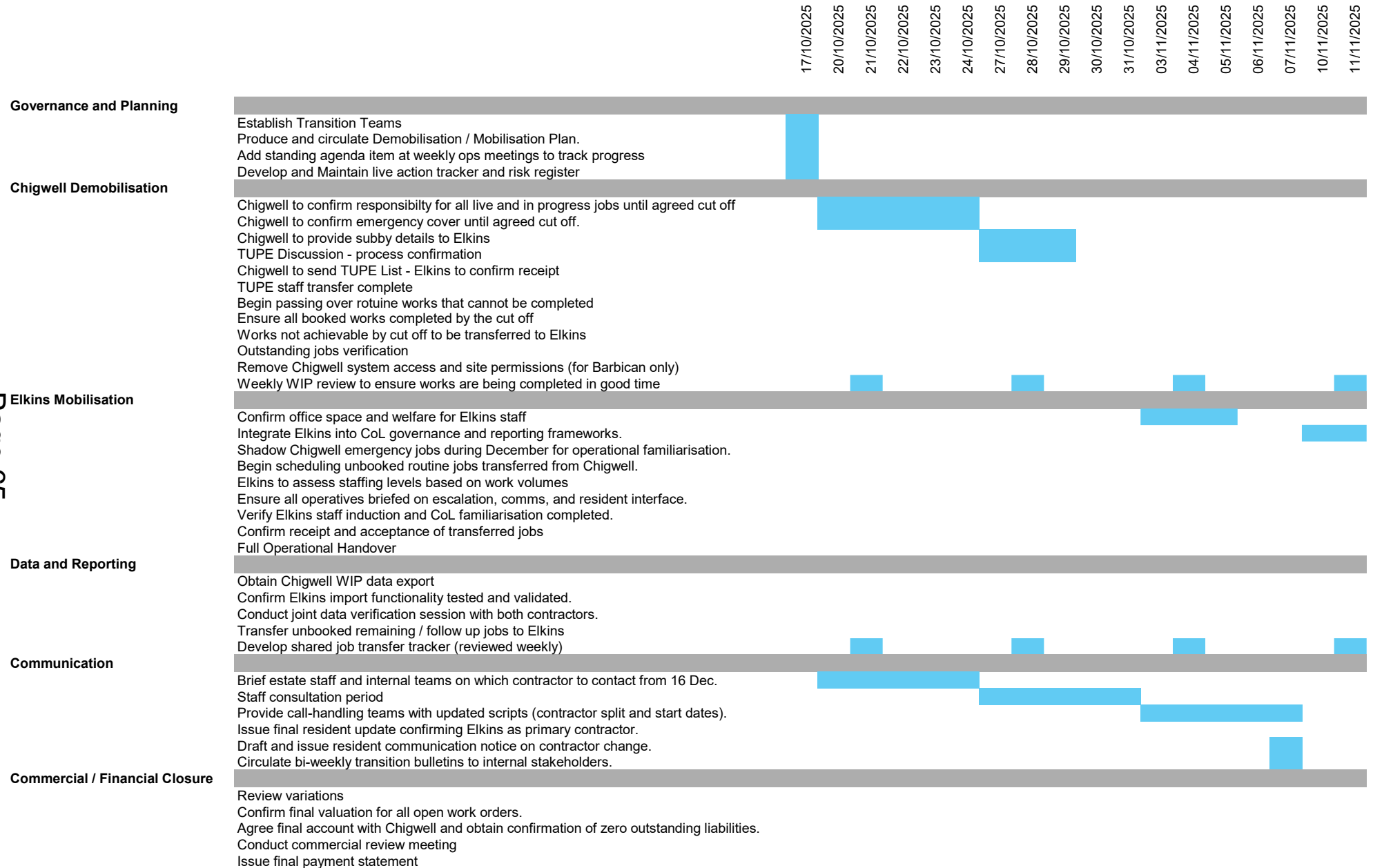
Appendix 1 – Phase 1 Implementation

Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management

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Phase 1 - Chigwell / Elkins Transfer



Phase 1 - Chigwell / Elkins Transfer

12/11/2025
13/11/2025
14/11/2025
17/11/2025
18/11/2025
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26/11/2025
27/11/2025
28/11/2025
01/12/2025
02/12/2025
03/12/2025
04/12/2025
05/12/2025
08/12/2025
09/12/2025
10/12/2025
11/12/2025
12/12/2025
15/12/2025
16/12/2025

Establish Transition Teams
Produce and circulate Demobilisation / Mobilisation Plan.
Add standing agenda item at weekly ops meetings to track progress
Develop and Maintain live action tracker and risk register

Chigwell to confirm responsibility for all live and in progress jobs until agreed cut off
Chigwell to confirm emergency cover until agreed cut off.
Chigwell to provide subby details to Elkins
TUPE Discussion - process confirmation
Chigwell to send TUPE List - Elkins to confirm receipt
TUPE staff transfer complete
Begin passing over routine works that cannot be completed
Ensure all booked works completed by the cut off
Works not achievable by cut off to be transferred to Elkins
Outstanding jobs verification
Remove Chigwell system access and site permissions (for Barbican only)
Weekly WIP review to ensure works are being completed in good time

Confirm office space and welfare for Elkins staff
Integrate Elkins into CoL governance and reporting frameworks.
Shadow Chigwell emergency jobs during December for operational familiarisation.
Begin scheduling unbooked routine jobs transferred from Chigwell.
Elkins to assess staffing levels based on work volumes
Ensure all operatives briefed on escalation, comms, and resident interface.
Verify Elkins staff induction and CoL familiarisation completed.
Confirm receipt and acceptance of transferred jobs
Full Operational Handover

Obtain Chigwell WIP data export
Confirm Elkins import functionality tested and validated.
Conduct joint data verification session with both contractors.
Transfer unbooked remaining / follow up jobs to Elkins
Develop shared job transfer tracker (reviewed weekly)

Brief estate staff and internal teams on which contractor to contact from 16 Dec.
Staff consultation period
Provide call-handling teams with updated scripts (contractor split and start dates).
Issue final resident update confirming Elkins as primary contractor.
Draft and issue resident communication notice on contractor change.
Circulate bi-weekly transition bulletins to internal stakeholders.

Review variations
Confirm final valuation for all open work orders.
Agree final account with Chigwell and obtain confirmation of zero outstanding liabilities.
Conduct commercial review meeting
Issue final payment statement

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Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Report of the Major Works Programme Board	Public
This proposal: <ul style="list-style-type: none"> provides statutory duties 	Providing Excellent Services
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	For Information
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report updates Members of the RCC/BRC on the recent work of the Major Works Programme Board (MWPB). The meeting was held on 3rd September and 1st October 2025 at the Barbican Estate Office. The Board reviewed progress on the Planned Preventative Maintenance (PPM) Programme, Contracts Matrix, Project Tracker, and Capital Expenditure Plan and draft compliance risk register.

The appended documents provide the latest working versions of these key programme management tools.

Recommendation

Members are asked to note the contents of this report.

Main Report

Planned Preventative Maintenance (PPM)

- The Board reviewed updates to the PPM Schedule, which outlines cyclical maintenance activities across the estate.
- A meeting is scheduled next month to clarify responsibility for shared spaces such as the podium and lakes, with joint City of London and Barbican Centre input.
- Members supported the proposal to map responsibilities and funding sources, identifying Who is responsible? and Who pays?

- It was noted that future iterations of the PPM will include evidence attachments confirming task completion and that task frequencies should be expressed as calendar dates for clarity.

Contracts Matrix

- The Contracts Matrix was reviewed as part of ongoing contract consolidation and monitoring.
- Contract values are being populated from PCA forms, and current contract end dates will be added for completeness.
- Clarity improvements were requested to ensure document titles and terminology are consistent and descriptive.

Compliance Risk Register

- The Compliance Register remains under development and will be reformatted for improved readability and accuracy over the coming months.
- It was agreed that compliance data should present a real-time picture rather than a static risk log, with clearer distinction between statutory and non-statutory requirements.
- The register will identify responsible officers and any delegated individuals for each compliance area.
- Work is under way to integrate the compliance tool with the PPM system to allow live compliance tracking.

Project Tracker

The Board reviewed progress on several ongoing and planned projects.

Fire Signage:

- The fire signage pilot for Bunyan was discussed. Errors in the original drawings for Bunyan and Ben Jonson are being corrected with BB7 (fire engineers).
- A new pilot block will be identified following feedback that Bunyan was not suitable.
- Resident consultation and sample boards will form part of the next phase.

Fire Doors:

- Testing is under way with Gerda Security for proposed letterbox designs.
- It was agreed that a one-page highlight report will be produced for each live project, summarising sponsor, manager, timeline, cost, and risks.

- A resident working group will be established once the pilot fire door is in place.

Brandon Mews Canopy:

- A joint meeting will be arranged with consultants, MWPB members, and Brandon Mews leaseholders.

Lift Replacements:

- Resident engagement has taken place regarding Tower lifts. A FAQ sheet and Section 20 notice are being prepared.

Expert Witness (Ben Jonson):

- Jane Cook (expert witness) to visit the estate in advance of the pre-start meeting.

Capital Expenditure Plan

- The Board reviewed the Capital Expenditure Plan and agreed it should clearly distinguish between City Fund and leaseholder contributions.
- The total of £106 million represents an 11-year period, not five years; documentation to be corrected.
- Members requested clear criteria for what constitutes a Major Works project and consistency between the CapEx report and the Project Tracker.
- It was agreed that TBC figures and VAT estimates must be transparently presented in future versions.

Minutes, Actions and Papers

Given the size of the agenda pack, the Board agreed not to include all minutes and actions in every RCC/BRC pack. Transparency remains essential so residents can see the Committee's progress.

Action: D. Sanders to liaise with the Corporation's website team to create dedicated webpages for both the MWPB and Reporting Committee to publish papers openly, with links provided in future committee packs.

Alignment of Reporting and Planning Cycles

The Board recognised that some workstreams and reporting mechanisms currently use different quarterly references (calendar versus financial). To ensure consistency,

it was agreed that all planning, reporting, and performance monitoring will align with the financial year as the primary driver for all activity.

Accordingly, agenda plans will cover 1 April 2026 – 31 March 2027 and be presented to the February 2026 RCC/BRC for review and approval.

Appendix 1 – PPM

Appendix 2 – Contracts Matrix

Appendix 3 – Capital Expenditure Plan

Appendix 4 – Project Tracker

Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management



PPM SCHEDULE

Maintenance Activities	
INTERNAL	CONTRACT
AD HOC (no contract)	Not Yet Done

ID	Location	Element	Sub- Element	Task	Performed By	Current Frequency	IF NOT DONE		Condition	Priority Rating	Urgent	Estimated Costs
							Suggested Performed By	Suggested Frequency				
1.01	Some Blocks	Fire & Life Safety System	Fire Alarm & Detection Systems	Function Test & Visual Inspection	Sureserve	Monthly						
1.02	Some Blocks	Fire & Life Safety System	Fire Alarm & Detection Systems	Full System Test	Sureserve	Annually						
1.03	Car Parks	Fire & Life Safety System	Fire Dampers / Roller Shutters	Function Test & Visual Inspection	Sureserve	6 Monthly						
1.04	Car Parks	Fire & Life Safety System	Fire Dampers / Roller Shutters	Full System Test & Service	Sureserve	Annually						
1.05	Car Parks	Fire & Life Safety System	Fire Extinguishers	Visual Inspection	Sureserve	Monthly						
1.06	Car Parks	Fire & Life Safety System	Fire Extinguishers	Pressure Tests	Sureserve	Annually						
1.07	Car Parks	Fire & Life Safety System	Fire Extinguishers	Replacement	Sureserve	Variable (depends on type)						
1.08	All Blocks	Fire & Life Safety System	Fire Doors	Visual Inspection and Adjustment	Sureserve	Annually						
1.09	All Blocks	Fire & Life Safety System	Fire Safety Signage	Condition Inspection	Sureserve	Annually						
1.10	Most Blocks	Fire & Life Safety System	Dry Risers	Visual Inspection	Sureserve	6 Monthly						
1.11	Most Blocks	Fire & Life Safety System	Dry Risers	Pressure Tests	Sureserve	Annually						
1.12	Some Blocks	Fire & Life Safety System	Wet Risers	Visual Inspection	Sureserve	6 Monthly						
1.13	Some Blocks	Fire & Life Safety System	Wet Risers	Pressure Tests	Sureserve	Annually						
1.14	Car Parks	Fire & Life Safety System	Sprinkler Systems	Function Test & Visual Inspection	Sureserve	Weekly						
1.15	Car Parks	Fire & Life Safety System	Sprinkler Systems	Function Test & Visual Inspection	Sureserve	Monthly						
1.16	Car Parks	Fire & Life Safety System	Sprinkler Systems	Full System Test & Service	Sureserve	Quarterly						
1.17	Car Parks	Fire & Life Safety System	Sprinkler Systems	Full System Test & Service	Sureserve	6 Monthly						
1.18	Car Parks	Fire & Life Safety System	Sprinkler Systems	Full System Test & Service	Sureserve	Annually						
1.19	All Blocks	Fire & Life Safety System	Emergency Lighting	Function Test & Visual Inspection	Sureserve	Monthly						
1.20	All Blocks	Fire & Life Safety System	Emergency Lighting	Full System Test & Service	Sureserve	Annually						
1.21	All Blocks	Fire & Life Safety System	Smoke Control Systems / AOVs	Function Test & Visual Inspection	Sureserve	6 Monthly						
1.22	All Blocks	Fire & Life Safety System	Smoke Control Systems / AOVs	Full System Test & Service	Sureserve	Annually						
1.23	Car Parks	Fire & Life Safety System	Hose Reels	Function Test & Visual Inspection	Sureserve	Annually						
1.24	All Blocks	Fire & Life Safety System	Risk Assessments	Risk Assessments	Ad Hoc	Annually						
2.01	All Blocks	Electrical Systems	Fixed Wiring	Full Inspection & Testing	Ad Hoc	5 Yearly						
2.02	Non-Block (BEO / EC)	Electrical Systems	PAT Testing	Full Inspection & Testing	Ad Hoc	Annually						
2.03	All Blocks	Electrical Systems	Lightning Protection	Function Test & Visual Inspection	Sureserve	11 Monthly						
2.04	All Blocks	Electrical Systems	Internal (Block) Lighting	Visual Inspection	PSO	Annually						
2.05	All Blocks	Electrical Systems	External Lighting	Visual Inspection	PSO	Annually						
2.06	Non-Block (BEO / EC)	Electrical Systems	BMS Panels	Full System Test & Service	Ad Hoc	Annually						
2.07	All Blocks	Electrical Systems	UPS Systems	Function Test & Visual Inspection	Sureserve	Quarterly						
2.08	All Blocks	Electrical Systems	UPS Systems	Full System Test & Service	Sureserve	Annually						
2.09	All Blocks	Electrical Systems	Surge Protection Devices	Function Test & Visual Inspection	Ad Hoc	Annually						
3.01	Some Blocks	Mechanical Services	Boilers	Full System Test & Service	Ad Hoc	Annually						
3.02	Some Blocks	Mechanical Services	Generators	Function Test & Visual Inspection	Sureserve	Monthly						
3.03	Some Blocks	Mechanical Services	Generators	Function Test & Visual Inspection	Sureserve	Quarterly						
3.04	Some Blocks	Mechanical Services	Generators	Full System Test & Service	Sureserve	Annually						
3.05	All Blocks	Mechanical Services	Pumps	Visual Inspection	Ad Hoc	Quarterly						
3.06	All Blocks	Mechanical Services	Pumps	Full System Test & Service	Ad Hoc	Annually						
3.07	Car Parks	Mechanical Services	Car Park Fans	Visual Inspection	Ad Hoc	Quarterly						
3.08	Car Parks	Mechanical Services	Car Park Fans	Full System Test & Service	Ad Hoc	Annually						
3.09	Non-Block (BEO / EC)	Mechanical Services	Air Conditioning Units	Function Test & Visual Inspection	Ad Hoc	6 Monthly						
3.10	All Blocks	Mechanical Services	Ventilation Systems	Full System Test & Service	PSO	Annually						
3.11	Some Blocks	Mechanical Services	Ventilation Systems (Towers)	Full System Test & Service	PSO	Quarterly						
3.12	All Blocks	Mechanical Services	Ventilation Systems (Inside Flats)	Cleaning & Visual Inspection	Chigwell	Annually						
3.13	Non-Block (BEO / EC)	Mechanical Services	Toilet Alarms	Function Test & Visual Inspection	Sureserve	Monthly						
3.14	Non-Block (BEO / EC)	Mechanical Services	Toilet Alarms	Full System Test & Service	Sureserve	Annually						
3.15	All Blocks	Mechanical Services	Shut-Off / Isolation Valves	Function Test & Visual Inspection	None		Repairs and Maintenance	Annually				
3.16	Some Blocks	Mechanical Services	Pressure Reducing Sets	Function Test & Visual Inspection	None		Repairs and Maintenance	Annually				
3.17	All Blocks	Mechanical Services	Soil and Vent Pipework	Visual Inspection	None		Repairs and Maintenance	Annually				
3.18	All Blocks	Mechanical Services	Soil and Vent Pipework	CCTV Survey	None		Structural Waterproofing	5 Yearly				
3.19	Non-Block (BEO / EC)	Mechanical Services	Thermostatic Mixing Valves	Function Test & Visual Inspection	Guardian	Annually						
3.20	Some Blocks	Mechanical Services	Expansion Vessels / Pressurisation Units	Function Test & Visual Inspection	Guardian	Annually						
3.21	Car Parks	Mechanical Services	Petrol Interceptors	Visual Inspection	Ad Hoc	Quarterly						
3.22	Car Parks	Mechanical Services	Petrol Interceptors	Full System Test & Service	Ad Hoc	Annually						
3.23	Car Parks	Mechanical Services	Petrol Interceptors	Structural Survey of System	Ad Hoc	5 Yearly						
3.24	All Blocks	Mechanical Services	Architectural Ironmongery (Communal Doors)	Function Test & Service	None		Repairs and Maintenance	Annually				
3.25	All Blocks	Mechanical Services	Architectural Ironmongery (Privacy Screens)	Function Test & Service	None		Repairs and Maintenance	Annually				
3.26	All Blocks	Mechanical Services	Garchey	Cleaning & Visual Inspection	Garchey Team	6 Monthly						
3.27	All Blocks	Mechanical Services	Garchey	Full System Test & Service	Garchey Team	Annually						
3.28	All Blocks	Mechanical Services	Garchey	Structural Survey of System	Ad Hoc	5 Yearly						
3.29	All Blocks	Mechanical Services	Underfloor Heating	Condition Survey	None		External Qualified Electrician	5 Yearly				
4.01	All Blocks	Water Hygiene	Cold Water Storage Tanks	Visual Inspection	Guardian	Monthly						
4.02	All Blocks	Water Hygiene	Cold Water Storage Tanks	Temperature Testing	Guardian	Monthly						
4.03	All Blocks	Water Hygiene	Cold Water Storage Tanks	Sampling	Guardian	6 Monthly						
4.04	All Blocks	Water Hygiene	Cold Water Storage Tanks	Cleaning & Visual Inspection	Guardian	Annually						
4.05	Some Blocks	Water Hygiene	Drinking Water Storage Tanks	Visual Inspection	Guardian	Monthly						
4.06	Some Blocks	Water Hygiene	Drinking Water Storage Tanks	Temperature Testing	Guardian	Monthly						
4.07	Some Blocks	Water Hygiene	Drinking Water Storage Tanks	Sampling	Guardian	6 Monthly						

ID	Location	Element	Sub- Element	Task	Performed By	Current Frequency	Suggested Performed By	Suggested Frequency	Condition	Priority Rating	Urgent	Estimated Costs
4.08	Some Blocks	Water Hygiene	Drinking Water Storage Tanks	Cleaning & Visual Inspection	Guardian	Annually						
4.09	Non-Block (BEO / EC)	Water Hygiene	Calorifiers	Visual Inspection	Guardian	Monthly						
4.10	Non-Block (BEO / EC)	Water Hygiene	Calorifiers	Temperature Testing	Guardian	Monthly						
4.11	Non-Block (BEO / EC)	Water Hygiene	Calorifiers	Cleaning & Visual Inspection	Guardian	Annually						
4.12	All Blocks	Water Hygiene	Expansion Tanks / Overflows	Cleaning & Visual Inspection	None		Repairs and Maintenance	Annually				
4.13	All Blocks	Water Hygiene	Risk Assessments	Risk Assessments	Ad Hoc	Annually						
5.01	Most Blocks	Lifts	Lifts	Preventative Maintenance	Guideline	Monthly						
5.02	Most Blocks	Lifts	Lifts	LOLER Inspections	BES	6 Monthly						
5.03	Most Blocks	Lifts	Lifts	SAFED Checks	Guideline	Annually						
5.04	Most Blocks	Lifts	Autodiallers	Function Test & Visual Inspection	Guideline	Quarterly						
5.05	Most Blocks	Lifts	Autodiallers	Full System Test & Service	Guideline	Annually						
5.06	Most Blocks	Lifts	Monitoring Systems	Function Test & Visual Inspection	Guideline	Annually						
5.07	Most Blocks	Lifts	Fireman's Lift Controls	Function Test & Visual Inspection	Guideline	Annually						
6.01	Most Blocks	Access & Security	Intercom Systems	Function Test & Visual Inspection	None		Repairs and Maintenance	Annually				
6.02	Non-Block (BEO / EC)	Access & Security	Access Control Systems	Function Test & Visual Inspection	None		Specialist	Annually				
6.03	Car Parks	Access & Security	CCTV	Function Test & Visual Inspection	Ad Hoc	Quarterly						
6.04	Car Parks	Access & Security	CCTV	Full System Test & Service	Ad Hoc	Annually						
6.05	Some Blocks	Access & Security	Automatic Closing Doors	Function Test & Visual Inspection	Ad Hoc	Quarterly						
6.06	Some Blocks	Access & Security	Automatic Closing Doors	Full System Test & Service	Ad Hoc	Annually						
6.07	Car Parks	Access & Security	Automatic Gates and Barriers	Function Test & Visual Inspection	Ad Hoc	Quarterly						
6.08	Car Parks	Access & Security	Automatic Gates and Barriers	Full System Test & Service	Ad Hoc	Annually						
7.01	All Blocks	Building Fabric	Concrete Testing	Visual Inspection & Testing	Ad Hoc	5 Yearly						
7.02	All Blocks	Building Fabric	Concrete Testing	Full Test	Ad Hoc	10 Yearly						
7.03	Most Blocks	Building Fabric	Balustrades	Visual Inspection	None		Specialist	5 Yearly				
7.04	All Blocks	Building Fabric	Glazing (Common Parts)	Visual Inspection	None		Repairs and Maintenance	Annually				
7.05	All Blocks	Building Fabric	Glazing (Seal Checks)	Visual Inspection	None		Repairs and Maintenance	Annually				
7.06	All Blocks	Building Fabric	Window/Door Frames	Visual Inspection	None		Repairs and Maintenance	Annually				
7.07	All Blocks	Building Fabric	Redecoration (Internal Common Parts)	Cyclical Works	Ad Hoc	At least as per lease						
7.08	All Blocks	Building Fabric	Redecoration (External)	Cyclical Works	Ad Hoc	At least as per lease						
7.09	All Blocks	Building Fabric	Expansion Joints (Podium)	Visual Inspection & Testing	None		Structural Waterproofing	Annually				
7.10	All Blocks	Building Fabric	Expansion Joints (Block)	Full Test	None		Structural Waterproofing	5 Yearly				
7.11	All Blocks	Building Fabric	Expansion Joints (Podium)	Visual Inspection & Testing	None		Structural Waterproofing	5 Yearly				
7.12	All Blocks	Building Fabric	Expansion Joints (Block)	Full Test	None		Structural Waterproofing	5 Yearly				
7.13	All Blocks	Building Fabric	Floor Finishes (Common Parts)	Cyclical Works	Ad Hoc	At least as per lease						
7.14	Some Blocks	Building Fabric	Roof Access Ladders	Function Check	Ad Hoc	Annually						
7.15	Most Blocks	Building Fabric	Eyebolts / Fall Arrest Systems	Function Check	Ad Hoc	Annually						
7.16	Most Blocks	Building Fabric	Roofs	Visual Inspection and Cleaning	Elkins	To be agreed						
7.17	Most Blocks	Building Fabric	Balconies	Visual Inspection and Cleaning	Elkins	To be agreed						
7.18	Most Blocks	Building Fabric	Drainage	Visual Inspection and Cleaning	Elkins	To be agreed						
7.19	All Blocks	Building Fabric	Compartmentation Surveys	Visual Inspection	None		Specialist	5 Yearly				
7.20	All Blocks	Building Fabric	Asbestos	Management Surveys	Eton Environmental	Annually						
7.21	Most Blocks	Building Fabric	Bird Netting / Spikes	Visual Inspection	None			Annually				
7.22	All Blocks	Building Fabric	Paving and Flagstone Condition Survey	Visual Inspection	None		Repairs and Maintenance	5 Yearly				
7.23	Some Blocks	Building Fabric	Playground Equipment	Visual Inspection	None	Weekly						
7.24	Some Blocks	Building Fabric	Playground Equipment	Operational	None	Monthly						
7.25	Some Blocks	Building Fabric	Playground Equipment	Independent Inspection - RPII	None	Annually						



CONTRACTOR MATRIX

Contract Tile (Service)	Supplier	Supplier ID	CONTRACT TERMS		ACTION DATES					Status
			Current Terms	Next Terms	Current	Contract Start	Start Next Extension	Start Next Full Procurement	Final Extension End	
Asbestos Removal	NONE	NONE	None	7 Years (5+2)	01/04/26	01/04/26	01/09/30	01/02/32	31/03/33	Upcoming Procurement
Asbestos Surveys	Eton Environmental Group Limited	37402	1 Year Ext	7 Years (5+2)	01/02/21	01/04/26		01/07/25	31/03/26	Upcoming Procurement
CCTV	Antron Security Ltd	596	Ad Hoc	TBC						For Discussion
Electrical and Mechanical Plant	DB Site Services (UK) Ltd	48461	Ad Hoc	TBC						For Discussion
Electrical Testing & Compliance	NONE	NONE	None	TBC						For Discussion
Fire Risk Assessments	Turner & Townsend Group Ltd	43973	Ad Hoc	TBC						For Discussion
Fire Safety Services	Sureserve Compliance Fire Limited	109552	4 Years (2 + 1 + 1)	TBC	01/04/25	01/04/25	01/09/26	01/02/28	31/03/29	In Contract
Lift Consultant	ILECS		1 Year Ext	5 Years (3+2)	01/10/25	01/10/26	01/03/29	01/08/30	31/09/2031	For Discussion
Lift Maintenance	Guideline Lift Services Limited	5749	6 Month Ext	5 Years (3+2)	01/07/24	05/01/26	01/06/28	01/11/29	04/01/31	Active Procurement
Passive Fire	NONE	NONE	Ad Hoc	TBC						For Discussion
Pest Control	Beaver House Services Ltd	1307	Ad Hoc	TBC						For Discussion
Powered Access Systems	Arkas Limited	77660	Ad Hoc	TBC						For Discussion
Repairs and Maintenance	Chigwell (London) Plc	143389	9 Years (5 + 2 + 2)	TBC	01/04/25	01/04/25			23/12/25	In Contract
Rope Access & High-Level Maintenance	Martech Technical Services Limited	32353	Ad Hoc	TBC						For Discussion
Stone / Concrete Repairs	Structural Renovations Ltd	86471	Ad Hoc	TBC						For Discussion
Structural Waterproofing and Drainage	A&E Elkins Ltd	144485	9 Years (5 + 2 + 2)	TBC	01/04/25	01/04/25	01/09/29	01/02/33	31/03/34	In Contract
TV and Fibre Maintenance	4th Utility Holdings Limited	132095	None	7 Years (5+2)		01/06/27	01/11/31	01/04/33	31/03/34	Upcoming Procurement
Water Hygiene / Legionella	Guardian Water Treatment Ltd	94394	6 Month Ext	5 Years (3+1+1)	29/08/25	05/01/26	01/06/28	01/11/29	04/01/31	Active Procurement
Water Risk Assessments	Guardian Water Treatment Ltd	94394	Ad Hoc	TBC						For Discussion
Window Cleaning	ECCS Cleaning Services Ltd	TBC	6 Years	TBC	01/11/25	01/11/25		01/09/30	31/10/31	In Contract
Working at Height Safety Systems	NONE	NONE	None	TBC						For Discussion

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BARBICAN ESTATE - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME) - EXISTING & YEARS 1-5 (DRAFT)

WORK S TYPE	REF	WORKS	BLOCKS	SCOPE	ESTIMATED COST	ESTIMATED COST INFLATION UPDATE (2.5)	ESTIMATED RECOVERABLE COST	B2M	TIMELINE												TIMELINE												Estimated Cost						
									YEARS 1-5												YEARS 6-11																		
									-2	-1																													
									2024	24/25	25/26	26/27	27/28		28/29		29/30												30/31	31/32	32/33		33/34		34/35		35/36		Total
EXISTING WORKS		Internal & External Redecoration (2020-25)	Multiple Blocks (Works Completed)	Cyclical redecoration of previously painted/varnished surfaces		£1	£0	Y																															
		Lift Refurbishment/Modernisation (Phase 1)	Cromwell, Lauderdale, Shakespeare	Full lift refurbishment of lower block lifts	£4,600,000	£5,055,000	£4,802,250	Y			£115,301	£115,301	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£4,600,000						
		Fire Door Replacement Programme	All Blocks	Upgrade of all fire rated doors to meet current standards	£20,000,000	£26,700,000	£0	N			£275,000	£275,000	£1,100,000	£1,100,000	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£20,000,000						
		Balcony Waterproofing & Repair	Frobisher Crescent	Repair to 9th floor balconies to remedy water penetration issues	£1,200,000	£1,602,000	£1,140,000	Y					£200,000	£400,000	£200,000	£200,000																	£1,200,000						
		Window Repairs (All Blocks)	Exposed elevations on upper floors	Repair/replace defective windows meeting all heritage requirements	£12,000,000	£12,000,000	£0	Y/N					£200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£12,000,000						
EXISTING TOTAL					£37,800,000	£46,317,000	£5,942,250					£390,301	£790,301	£3,140,000	£2,840,000	£3,996,250	£3,996,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£37,800,000						
NEW MECHANICAL & ENGINEERING WORKS		Electrical Infrastructure Refurbishment	All Blocks, Car Parks, Subway	Survey Switchrooms, Common Parts, Lighting, Lift Supply/Metering & renew as required. External cabling running surface/underground renewed	£16,500,000	£22,027,500	£20,926,125	Y			SURVEY	£200,000	£200,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£16,500,000						
		Lift Refurbishment/Modernisation (Phase 2)	Ben Jones, Bates, Bryn, Karpis, John Tondle, Mountjoy, Seddon, Thomas More, Willoughby	Survey & refurbish named lower rise block lifts as required	£4,300,000	£5,485,000	£5,210,750	Y			SURVEY			£150,000	£150,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£4,300,000						
		Car Park Sprinkler System	All Car Parks	Renew life expired sprinkler components as required	£360,000	£480,600	£0	N				£180,000	£180,000																				£360,000						
		Hot & Cold Water Systems	All Blocks, Car Parks, Subway	Survey Landlords Pipework, Tanks, Valves, Insulation & renew as required	£2,700,000	£3,604,500	£2,854,275	Y					SURVEY	£150,000	£150,000	£250,000	£250,000															£2,700,000							
		Lift Refurbishment/Modernisation (Phase 3)	Andrews, Deane, Gilbert, Speed	Survey & refurbish named lower rise block lifts as required	£4,812,500	£5,730,000	£4,873,500	Y					SURVEY	£150,000	£150,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£4,812,500							
		Door Entry Systems	All Blocks, sec Mews blocks	Survey & renew call panels, handsets as required	£1,700,000	£2,269,500	£2,156,025	Y					SURVEY	£100,000	£100,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£1,700,000						
		Building Management Systems	All Blocks	Survey & renew existing BMS as required	£1,600,000	£2,136,000	£2,029,200	Y					SURVEY	£100,000	£100,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£1,600,000						
	NEW M&E TOTAL					£31,972,500	£41,783,100	£38,049,875						£530,000	£530,000	£2,000,000	£2,000,000	£2,900,000	£2,900,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£31,972,500						
	NEW BUILDING FABRIC WORKS		Concrete Repairs to Vent Stacks	Podium Vents by Cromwell	Patch repair spalling podium vent stacks	£120,000	£160,200	£0	N					SURVEY	£50,000	£50,000																	£120,000						
			External Envelope (Roof & Balcony Replacement)	All Blocks	Survey & renew existing roofs and balconies	£35,000,000		TBC	Y/N					SURVEY	£200,000	£200,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£35,000,000						
		Internal Flooring/Carpeting	Ben Jones, Karpis, Cromwell, Frobisher, Gilbert, Lauderdale, Mountjoy, Seddon, Shakespeare, Willoughby	Survey & renew existing flooring as required. Replacements subject to leaseholder consultation	£210,000	£280,350	£165,500	Y					SURVEY	£105,000	£105,000																	£210,000							
		Cyclical Redecoration (2026-27)	Internal: Bryn, John Tondle, External: Lambert Jones, Mountjoy, Seddon, Thomas More	Cyclical redecoration of previously painted/varnished surfaces, full scope subject to leaseholder consultation	£700,000	£934,500	£665,000	Y					SURVEY	£175,000	£175,000	£175,000	£175,000															£700,000							
		Cyclical Redecoration (2030)	External: Ben Jones, Bates, Bryn, Karpis, Cromwell, John Tondle	Cyclical redecoration of previously painted/varnished surfaces, full scope subject to leaseholder consultation	£910,000	£1,214,850	£864,500	Y								SURVEY	£455,000	£455,000														£910,000							
		Playground Refurbishment	Thomas More & Speed Play Areas	Survey & renew play equipment, flooring, seating as required	£50,000	£66,750	£47,500	Y								SURVEY	£25,000	£25,000															£50,000						
NEW BUILDING FABRIC TOTAL					£366,990,000	£2,658,600	£1,779,300					£175,000	£175,000	£365,000	£365,000	£1,750,000	£1,750,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£366,990,000							
PROGRAMME TOTAL YEARS 1-5 TOTAL					£68,962,500	£44,389,750	£39,326,375					£566,301	£566,301	£4,210,000	£4,916,000	£7,746,250	£7,746,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£68,962,500							
Total Estimated Cost Years 1-5					£106,762,500																																		

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries. Inclusive of leaseholder costs.
Costs estimated on basis of like for like replacement assuming generic non-specialist items.

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Project	Person In Charge	Current Stage	Funding Service	Works Pattern	Contractor & Consultant Details	Programme	Costs	H&S Project (Y/N)?
Fire Signage - Estate Wide	GS	Design	City Fund	One-Off	Consultant - Ingleton Wood Contractor - Guardian Consultancy Fire Engineer - BB7	Surveys complete. Specification by end of December. Original scope works to Bunyan on hold whilst consultation with residents is revisited.	£300,000 - £700,000 (estimate) Need to be custom made signs following conversations with LBC. Limited benchmarking until we have a variety of signs made up.	Y
Fire Doors - Estate Wide	GS	Design	City Fund	One-Off	Phase 1 Architect - Reform Architects Fire Engineer - BB7 Planning Consultant - Grade Planning Heritage Consultant - Heritage Information Contractor - Gerda Security Products	Phase One technical design underway, anticipated design completion May 2026. Works to commence Jan 2027 dependent on statutory approvals	£20,000,000 for all 5 phases.	Y
Building Envelopes including roofs, windows, balconies and rainwater goods	GS	Design tender	Re-Charge to Leaseholders	Cyclical	Window Surveys - Studio Partington	<u>Phase One</u> - Detailed designs by November 2026. - Contractor appointment by March 2027.	£38,000,000 for whole project.	N
Canopy - Brandon Mews	WR	Feasibility	Service Charge	One-off	Feasibility Architect - Avanti Architects	Avanti to present to a new Brandon Mews Board.	Feasibility Architect - £36k	N

Project	Person In Charge	Current Stage	Funding Service	Works Pattern	Contractor & Consultant Details	Programme	Costs	H&S Project (Y/N)?
Lift Major Modernisation - Tower Blocks (Phase One)	WR	Pre-Consultant Tender	Service Charge	One-off	TBC	Target to be in contract with consultant for estate-wide design development by late Q1 2026. 3No. Tower Block lifts target replacement 2026/27-2029. Programme review for phasing of wider estate.	Budget Costs are: £6,312.000 for 3No. tower blocks.	N
Lift Major Modernisation - Wider Estate (Phase Two)	WR	Pre-Consultant Tender	Service Charge	One-off	TBC	TBC	Budget Costs are: £9,832,338 for wider estate (excludes tower blocks).	N
Lobby Refurbishment - Shakespeare	WR	Concept Designs	Service Charge	One-off	Architect - Paolo Cossu Architects	Further programme TBC subject to design alterations.	Architect - £15k Construction etc. tbc.	N
Paving Relaying - Thomas More Garden	DC	Pre-Tender	Service Charge	One-Off	TBC	TBC	TBC	Y
Expert Witness - Ben Jonson House	ED/WR	Consultant Tender	City Fund	One-Off	Expert Witness - Hawkins	2 months.	£86,530	N
Roof waterproofing temporary repairs - Postern (9&10)	DC	Quoting	Service Charge	One-Off	Contractor - Elkins	TBC	TBC	N
Redecoration - Frobisher Crescent	DC	Feasibility	Service Charge	Cyclical	TBC	Works targeted for summer 2026.	TBC	N



Project	Person In Charge	Current Stage	Funding Service	Works Pattern	Contractor & Consultant Details	Programme	Costs	H&S Project (Y/N)?
Replacement of Auto-Diallers in Lifts	DC	Design	City Fund	One-Off	Contractor - Guideline	Works to be complete for end of October (subject to snagging).	£160,866	Y
Redecorations - Estate Wide	WR/DC/ED	Feasibility	Service Charge	Cyclical	TBC	TBC	TBC	N
Internal Carpeting	WR/DC/ED	Feasibility	Service Charge	Cyclical	TBC	TBC	TBC	N

Project	Current Notes	Next Steps
Fire Signage - Estate Wide	<ul style="list-style-type: none"> - Ingleton Wood completed surveys. - Guardian Consultancy started works in Bunyan. Works now on hold whilst consultation with residents is revisited. - Due to evolved scope, likely need to resubmit for LBC for majority of scheme. - Building Control happy we can proceed without any notification, and using font/typeface of the LBC. - Continue with Bunyan to complete signs that are known as necessary, balcony signage to be reviewed and included if necessary. 	<ul style="list-style-type: none"> - Consultation exercise with residents to be rerun. - Privacy screens which have had signs removed are to have replacement signs fitted prior to consultation completion. - Ingleton Wood & BB7 to revise fire signage report - Heritage are happy with proposals. - Ingleton Wood & BB7 reviewing additional signage requirements. - Guardian procuring sample signs. - New floor plans/elevation drawings to be produced where current drawings are known to be incorrect.
Fire Doors - Estate Wide	<ul style="list-style-type: none"> - PO issued to Gerda. - Listed Building Consent will be required. - Project will need to go through Building Safety Regulator. - Ahead of works, condition surveys will need to be done in flats. 	<ul style="list-style-type: none"> - Concerns around ductwork being reviewed by BB7. - Discussions to be had with BB7 on Fire Strategies, FRAs. - DC & GS to link on this. - Test door to be complete so firm prices can then be provided by Gerda. Additional doors to follow c.2 months later once LBC is received. - Next meeting with Gerda in c.2-4 weeks once door proposal tested and signed off.
Building Envelopes including roofs, windows, balconies and rainwater goods	<ul style="list-style-type: none"> - Project to include roofs, balconies, and drainage. - Windows already in up to G2 approval. Scope increased to include roofs, balconies, and drainage. - G1 & G2 approvals received on increased scope. - JB & SJ have requested tender exercise is run by an external QS firm. - Roof work will fall under BSR requirements. - Ad hoc urgent water penetration repairs still being progressed. 	<ul style="list-style-type: none"> - Need confirmation on who is funding. TBC by expert witness (this is noted in the risk register). - Tender documents being prepared for consultants. - Issues report to be produced for the windows, as finance have stated the amended G2 is not sufficient to release funds, and an issues report is therefore required.
Canopy - Brandon Mews	<ul style="list-style-type: none"> - Scheme being split from wider Building Envelopes project. 	<ul style="list-style-type: none"> - Pre-presentation call to be held with BEO and Avanti on 29th October. - Stakeholder consultation presentation and meeting to be held on 24th November. - Post feasibility procurement to be reviewed. - Planning team completing initial review of feasibility report.

Project	Current Notes	Next Steps
Lift Major Modernisation - Tower Blocks (Phase One)	<ul style="list-style-type: none"> - Proposal to procure for the whole estate. - Tower Group meetings to be held at suitable project intervals. - G1 & G2 approvals in place. - S.20 notice issued out for Towers with FAQ sheet. - Pre-market engagement issued out (wording agreed with Procurement). 	<ul style="list-style-type: none"> - Consultant tender documents being prepared ahead of review with Tower Lift Group on 18 November. - Open Tender to be progressed following Tower Lift Group Meeting and expiry of s.20 notice period (19th November)
Lift Major Modernisation - Wider Estate (Phase Two)	<ul style="list-style-type: none"> - Phase 2 G1 & G2 to be drafted for February RCC/BRC. - Phase 2 Lift Group to be set up. - Intention is to obtain approval to complete an emergency modernisation on 6No. lifts on the estate (3No. highest problem lifts, and 3No. lower problem lifts). Parts to be retained from these lifts, to be utilised as required in wider lifts when repairs are required. 	<ul style="list-style-type: none"> - Meeting with Ilacs and Guideline 26th November to decide on which lifts are most suitable for emergency works. Paper to be prepared for approval. - G1 & G2 to then be prepared for the wider project, targeting discussion at February RCC/BRC.
Lobby Refurbishment - Shakespeare	<ul style="list-style-type: none"> - Job had been on hold for c.18 months, residents keen to pick back up and progress. - Initial s.20 complete by DC in November 2024. - Observations Response issued October 2025. 	<ul style="list-style-type: none"> - Architect reviewing designs following site meeting. Revised specification to be provided highlighting items no longer available. - MEP survey of lobby being complete. - Indicative programme to be prepared.
Paving Relaying - Thomas More Garden	<ul style="list-style-type: none"> - Funding approved for project. - Funding ringfenced, to be utilised on this project by end of financial year. 	<ul style="list-style-type: none"> - Mini tender to be prepared for works.
Expert Witness - Ben Jonson House	<ul style="list-style-type: none"> - Hawkins instructed to act as Expert Witness. - Appointment Form agreed in principle, to be circulated for execution once Purchase Order raised. - Initial walkaround held 6th October. 	<ul style="list-style-type: none"> - PO to be raised. - Appointment Form to be executed between Hawkins and BEO (DS can sign from BEO side). - Hawkins to commence once appointment form signed. - Repairs information to be circulated once collated.
Roof waterproofing temporary repairs - Postern (9&10)	<ul style="list-style-type: none"> - Works complete. 	<ul style="list-style-type: none"> - BEO to complete sign off inspection, detailing any required snags. Access through property required to complete this inspection.
Redecoration - Frobisher Crescent	<ul style="list-style-type: none"> - Barbican Centre have confirmed they have required funding for project. - Quote received from McLoughlin. - Procurement have stated we cannot add these works as an instruction to McLoughlin's existing contract. Additional quotes required. 	<ul style="list-style-type: none"> - Tender documents to be prepared for works.



Project	Current Notes	Next Steps
Replacement of Auto-Diallers in Lifts	<ul style="list-style-type: none">- Auto-diallers in lifts are obsolete and failing, so replacement required.- Course to be held for select BEO staff on trap and release qualification for lifts.- Panels to be installed within lifts directing residents to an emergency number and lift number, in the worst-case event the autodialler system not work.	<ul style="list-style-type: none">- Works progressing on site, should all be complete by Friday 24th October.- BEO to inspect all auto diallers w/c 27th October to confirm all working.
Redecorations - Estate Wide	<ul style="list-style-type: none">- Cyclical redecoration works are carried out across the estate.	<ul style="list-style-type: none">- Programme to be prepared for redecoration cycle.- WR reviewing finances of previous redecoration cycle as part of service charge review.
Internal Carpeting	<ul style="list-style-type: none">- Replacement of carpets in communal areas are undertaken on a cyclical basis across the estate.	<ul style="list-style-type: none">- Programme to be prepared for carpet replacement cycle.

Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Report of Reporting Committee	Public
This proposal: <ul style="list-style-type: none"> Provides business enabling functions 	Providing Excellent Services
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services Report author: Daniel Sanders – Director of Property & Estate Management	For Information

Summary

This report updates Members of the RCC/BRC on the work of the Reporting Committee since the last cycle.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

Background

At the last RCC/BRC, the reports of the Reporting Committee and the Major Works Programme Board (MWPB) were combined following a joint meeting to review the business case for bringing the repairs service in-house.

Since then, the Reporting Committee met twice (10 September and 15 October). Papers were issued in advance in line with the Terms of Reference, with minutes and actions circulated subsequently. This was supported by dedicated secretarial resource (Officer Mia Blianey).

Governance Review Proposal (Charles Russell Speechlys)

D. Sanders provided an update on the Governance Review proposed by Charles Russell Speechlys (CRS), the sole respondent to outreach among five independent legal professionals.

Costs and Scope

- Leaseholders will not bear any costs related to this review.

Resident Involvement and Transparency

- Members raised concerns about limited resident engagement in early phases.
- Suggestions included sharing documents with House Group Chairs, providing meeting summaries/recordings, and including resident representatives in future meetings.

Governance and Communication

- The review is intended to strengthen, not reduce, Resident Tenants' Associations (RTAs), and align them with legal requirements.
- Some RTAs may lack full clarity on their legal position; clearer communication is needed.

General Support

- Members welcomed development of a single, authoritative governance information source for all stakeholders.

Actions Agreed

- Consider how Phase One can be made more open and transparent (e.g., recordings or published summaries).
- Amend the document to state that “you” refers to the City of London (CoL).
- Include a statement confirming the review does not affect individuals' statutory rights.
- Clarify the meaning of “bi-weekly” (twice a week or once every two weeks) and whether meetings are internal or include wider participation.
- Confirm that stakeholders will be consulted as the process develops and that the process is externally led.
- Attach the terms of reference to clarify who is included under “stakeholders”.

RCC Papers

Following RCC, the Reporting Committee noted two amendments for BRC consideration:

- Removal of Brandon Mews Canopy from Roofing Gateway (G1 & G2).
- Withdrawal of Service Charge guides until the meeting of the SCWP.

These amendments were agreed unanimously.

Reports of MWPB

The Reporting Committee received draft versions of:

- Planned Preventative Maintenance Programme
- Capital Expenditure Plan
- Contracts Matrix
- Project Tracker

The drafts were received and noted.

BEO Organisational Chart

D. Sanders presented the current Barbican Estate Office (BEO) organisational structure following service review and realignment. The structure reflects the current operating model and an aspirational framework to deliver improved governance, accountability, and resident experience.

Appendix 1 provides the organisational chart showing the three core service areas Resident Services, Property Services, and Finance and how they interconnect to support day-to-day estate management.

A Resident Communication Strategy is planned for Q1 2026 to set out open, transparent, and consistent engagement, establish communication standards, introduce feedback loops, and strengthen links between engagement, service delivery, and performance monitoring.

The new structure aims to clarify roles, responsibilities, and reporting lines. Continuous review and improvement will be central to ensuring consistency and quality.

- Members welcomed the clarity of the updated structure and the intention to pair it with a robust communication strategy.
- The scale of BEO operations was recognised; Members supported an annual review to ensure responsiveness to resident needs.
- Broad endorsement for a focus on transparency, performance monitoring, and clearer resident-facing communication.

Minutes, Actions and Papers

Given the size of the agenda pack, the Committee agreed not to include all minutes and actions in every RCC/BRC pack. Transparency remains essential so residents can see the Committee's progress.

Action: D. Sanders to liaise with the Corporation's website team to create dedicated webpages for both the MWPB and Reporting Committee to publish papers openly, with links provided in future committee packs.

Agenda Planning:

The Committee recognised that some resident groups and the Barbican Estate Office (BEO) currently operate on differing quarterly cycles, with some referencing calendar quarters and others using financial quarters. To ensure clarity, consistency, and effective coordination, it was agreed that all reporting, planning, and performance references will align to the financial year, as this underpins the Barbicans budgeting and operational cycles.

Moving forward, agenda plans will be prepared for the period 1 April 2026 to 31 March 2027 and presented to the February 2026 RCC/BRC for review and approval.

Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management

Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Barbican Estate Office – Organisational Chart	Public
This proposal:	N/A
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	For Information
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report presents the current organisational structure of the Barbican Estate Office (BEO) following the recent service review and realignment. It reinforces that this is the current working structure, reflecting the breadth and complexity of services delivered to residents across the Barbican Estate. The structure will be subject to annual review and refinement to ensure it remains fit for purpose as the organisation continues to evolve.

- It was agreed following the BEO Review and Altair Report that the BRE should have a dedicated accountable Director. Previously the role had been shared across the BRE and all other Corporation housing.
- It was also agreed on the recommendation of the new Director and in line with the Altair report that Property Services should move away from the shared service model with other `Corporation housing to form a dedicated workforce for the BRE.
- The implementation of these decisions, which RCC were consulted upon and BRC approved, took place during the last 12-18 months leading us to the emerging organisation structure we are presenting today.

The accompanying appendix (Appendix 1 – BEO Organisation Chart) illustrates the full scope of the teams within the BEO, including Resident Services, Property Services, and Finance. It demonstrates the range of operational, technical, and engagement activities undertaken to maintain the Barbican Estate and support its community.

In Q1 2026, the BEO will further develop this work through the publication of a Resident Communication Strategy, designed to accompany the organisation chart and set out how the office engages effectively and transparently with residents.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

- **Background**

Following a period of organisational review and recruitment across several key positions, the Barbican Estate Office (BEO) now operates under a refreshed management and service structure. The new model aligns with the City Corporation's wider objectives for improved governance, accountability, and resident experience.

While some aspects of the structure remain in transition, it represents both the current operational model and the aspirational vision for how the BEO will deliver services as the organisation stabilises and matures through 2026.

- **Current Structure**

The Barbican Estate Office is led by the Director of Property and Estate Management and comprises three principal teams:

- Resident Services – responsible for frontline delivery, estate presentation, resident engagement, complaint management, and quality assurance.
- Property Services – overseeing all infrastructure, maintenance, projects, and compliance across the estate. This team ensures that mechanical, electrical, and building systems are maintained safely and efficiently, including the delivery of major works programmes.
- Finance – ensuring financial control, transparency, and reporting across all service charge and revenue streams, including arrears management, budgeting, and resident support.

This structure recognises the interdependence of operational, technical, and financial functions and is designed to provide clear accountability and communication channels within the BEO.

- **Breadth of Work**

As shown in Appendix 1, the BEO's work encompasses a wide range of functions essential to the day-to-day operation and long-term stewardship of the Barbican Estate. These include:

- Service charge management and financial reporting
- Planned and reactive maintenance
- Resident communications and engagement
- Health & Safety compliance and inspections
- Commercial partner and contractor management
- Quality assurance, complaints handling, and escalation processes
- Delivery of estate-wide soft services (cleaning, parking, concierge)
- Capital projects and improvement works

The scale and variety of these functions illustrate the complexity of managing an estate of this size and architectural significance. The organisational chart is therefore both an operational tool and a statement of intent regarding the BEO's ambition to deliver a consistently high-quality service to residents.

• **Continuous Improvement and Annual Review**

It is recognised that not all aspects of the structure or listed responsibilities are yet being delivered to the standards expected by residents or the Corporation. Many team members are newly appointed, and several processes remain under development. The structure is therefore both practical and aspirational providing a framework for improvement over the coming year.

To ensure ongoing alignment with resident needs and corporate priorities, the structure will be reviewed annually. This review will assess performance, capacity, and outcomes to ensure that the BEO continues to deliver effectively and evolves with operational and strategic demands. A big part of this review will be a resident survey to be undertaken at some point in 2026.

• **Resident Communication Strategy (Q1 2026)**

A key next step will be the development of a Resident Communication Strategy, scheduled for introduction in Q1 2026. This strategy will accompany the organisation chart and will:

- Establish clear principles of openness, transparency, and responsiveness
- Define communication standards for frontline and management teams
- Ensure consistent, accessible messaging across all platforms (digital, print, meetings)
- Introduce structured feedback loops to capture resident input and track satisfaction
- Strengthen the link between communication, service delivery, and performance monitoring

An effective communication strategy aims improve resident confidence and enhance operational efficiency by ensuring clarity of information, timely updates, and consistent engagement.

Conclusion

The current BEO organisational chart provides a clear and transparent overview of the structure supporting Barbican Estate operations. It demonstrates the depth and diversity of work carried out daily and the commitment to delivering high-quality services to residents.

While some areas are still developing, the structure represents a strong foundation for improvement and will be monitored, refined, and updated annually to reflect progress and evolving priorities.

The accompanying communication strategy will further embed openness and accountability, ensuring that residents are well-informed, engaged, and confident in the management of their estate.

Appendices

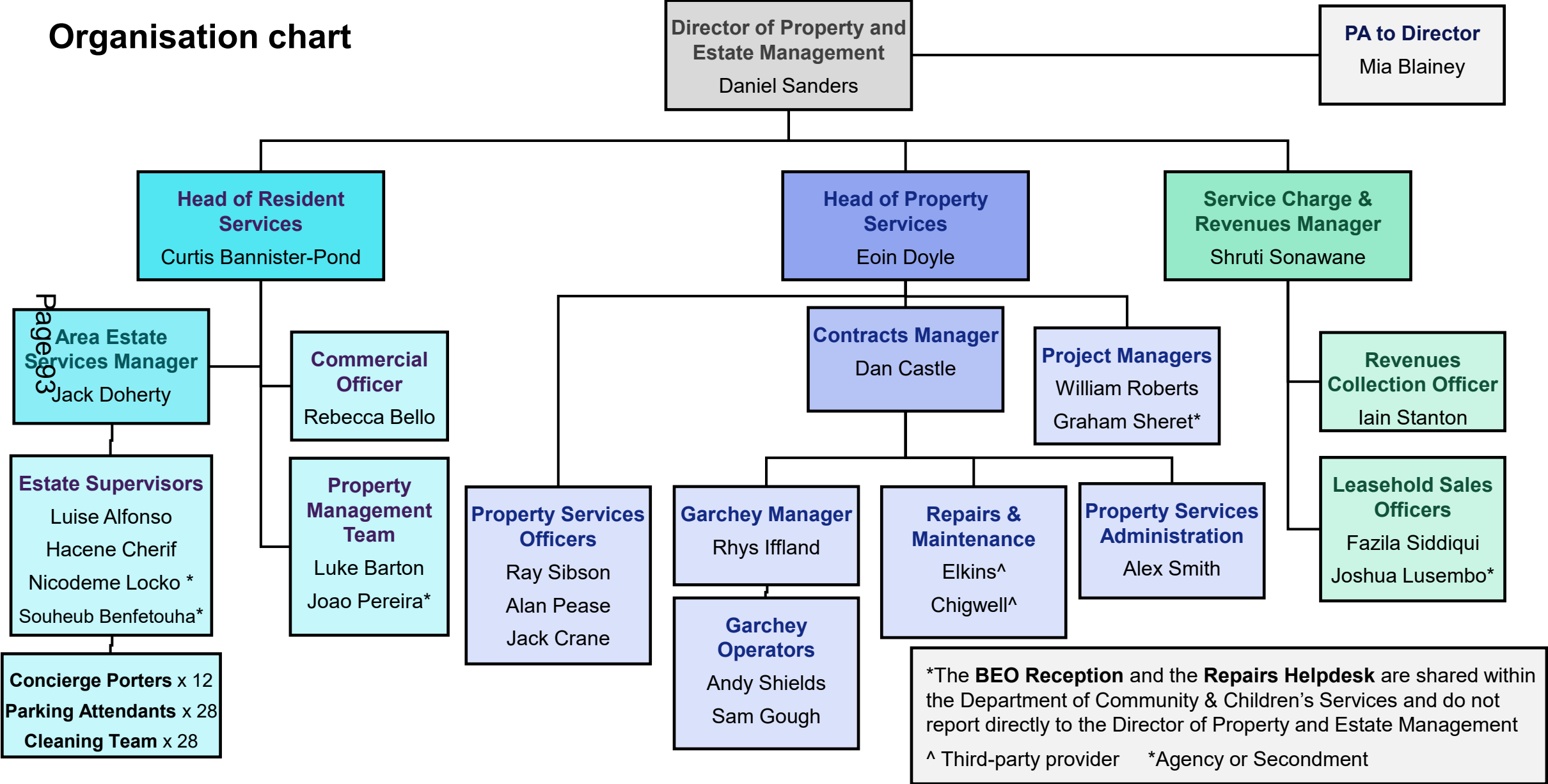
Appendix 1 – Barbican Estate Office Organisational Chart (October 2025)

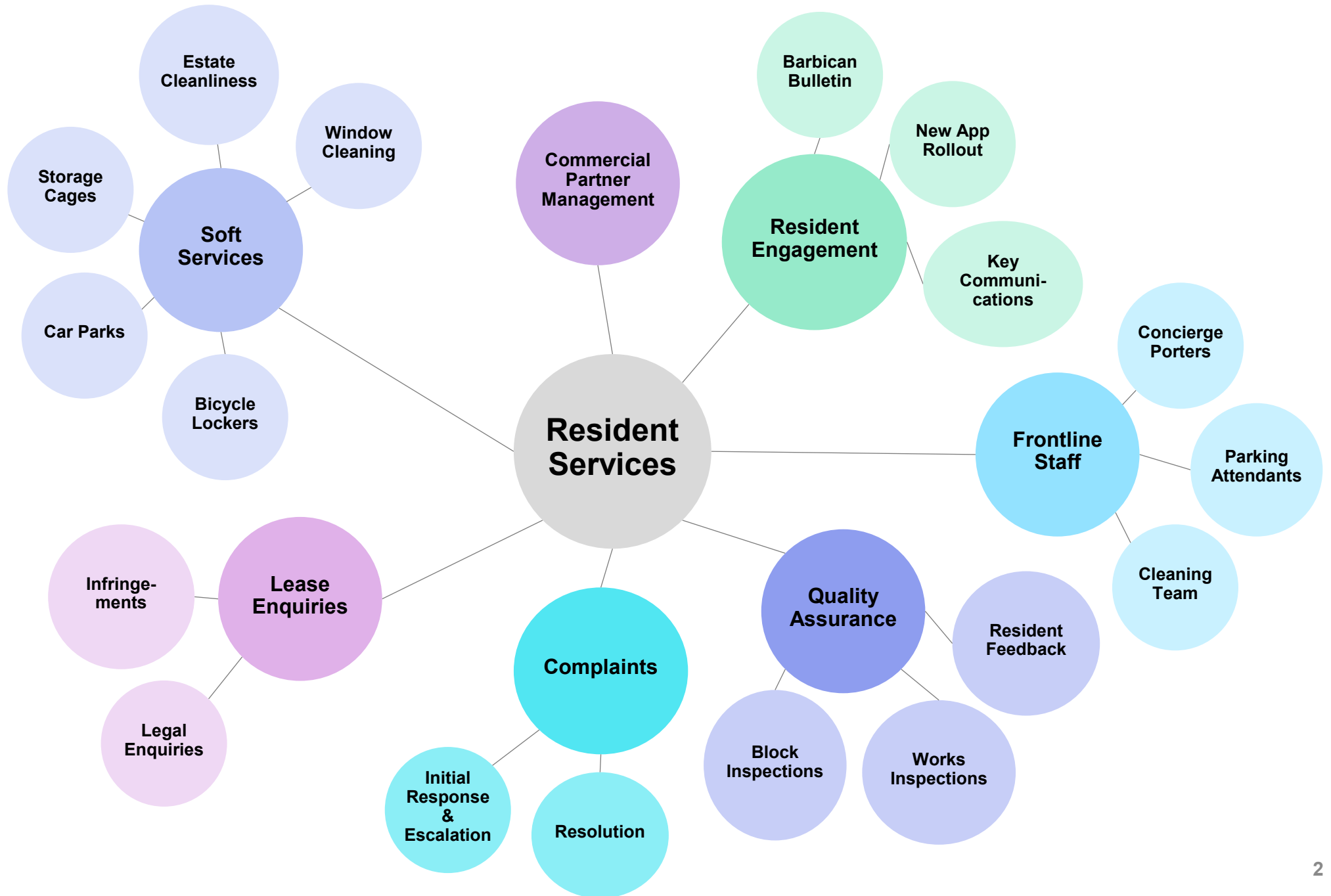
Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management

Barbican Estate Office

Organisation chart





Resident Services & Staffing Operations



Resident Communication
and Engagement.



Management of Estate
Soft Services.



Frontline staff
management



Commercial partner
management

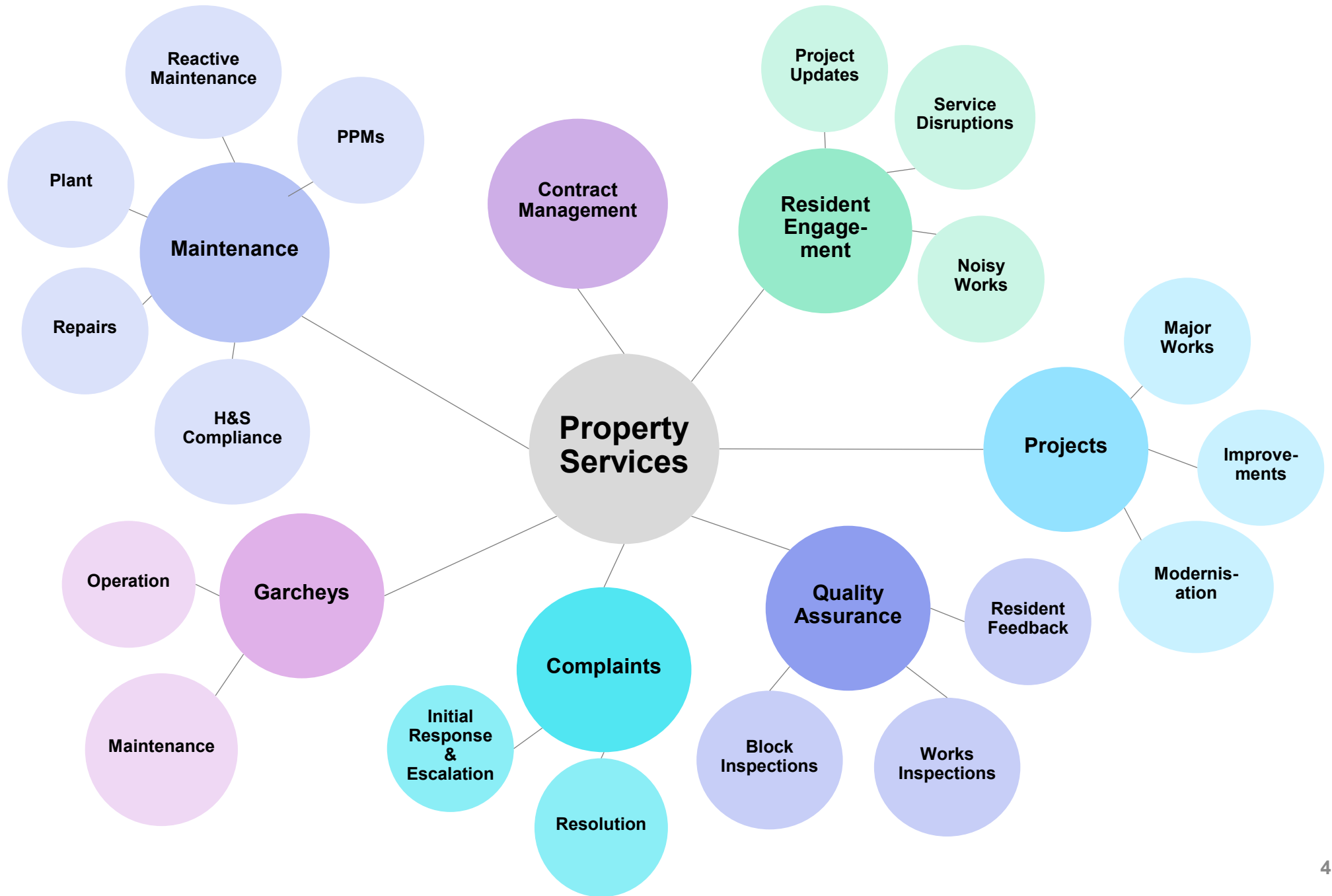
The Resident Services Team is dedicated to ensuring that every leaseholder and resident enjoys a positive, high-quality living experience on the Barbican Estate. Their work covers the day-to-day management of estate operations, coordination of frontline services, and direct engagement with residents to uphold the Barbican's standards.

The team includes both frontline staff - porters, cleaning teams, and parking attendants, who deliver daily services across the estate, and the management team who oversee operations, communication, and quality assurance. Together, they ensure the estate remains clean, safe, and welcoming, from communal areas to residents' front doors.

Resident Services are responsible for resident engagement, complaint handling, and ensuring that matters raised are responded to and resolved efficiently. They also manage lease infringements and ensure compliance with estate regulations and lease conditions to maintain a harmonious and consistent living environment.

Additionally, the team oversees commercial partner management, which involves maintaining relationships with and oversight of the commercial premises across the estate. This includes ensuring that shops, cafes, and other commercial tenants operate in line with their lease terms and contribute positively to the wider estate environment.

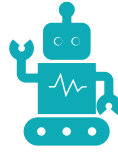
Through proactive management, effective communication, and a commitment to service excellence, the Resident Services Team will play a vital role in preserving the Barbican Estate's reputation and ensuring it remains an exceptional place to live and work.



Property Services



Planned
Preventative
Maintenance.



Reactive
Maintenance.



Projects; including
improvements,
replacements,
maintenance



Garchey operation
and maintenance.



Contractor
Management.

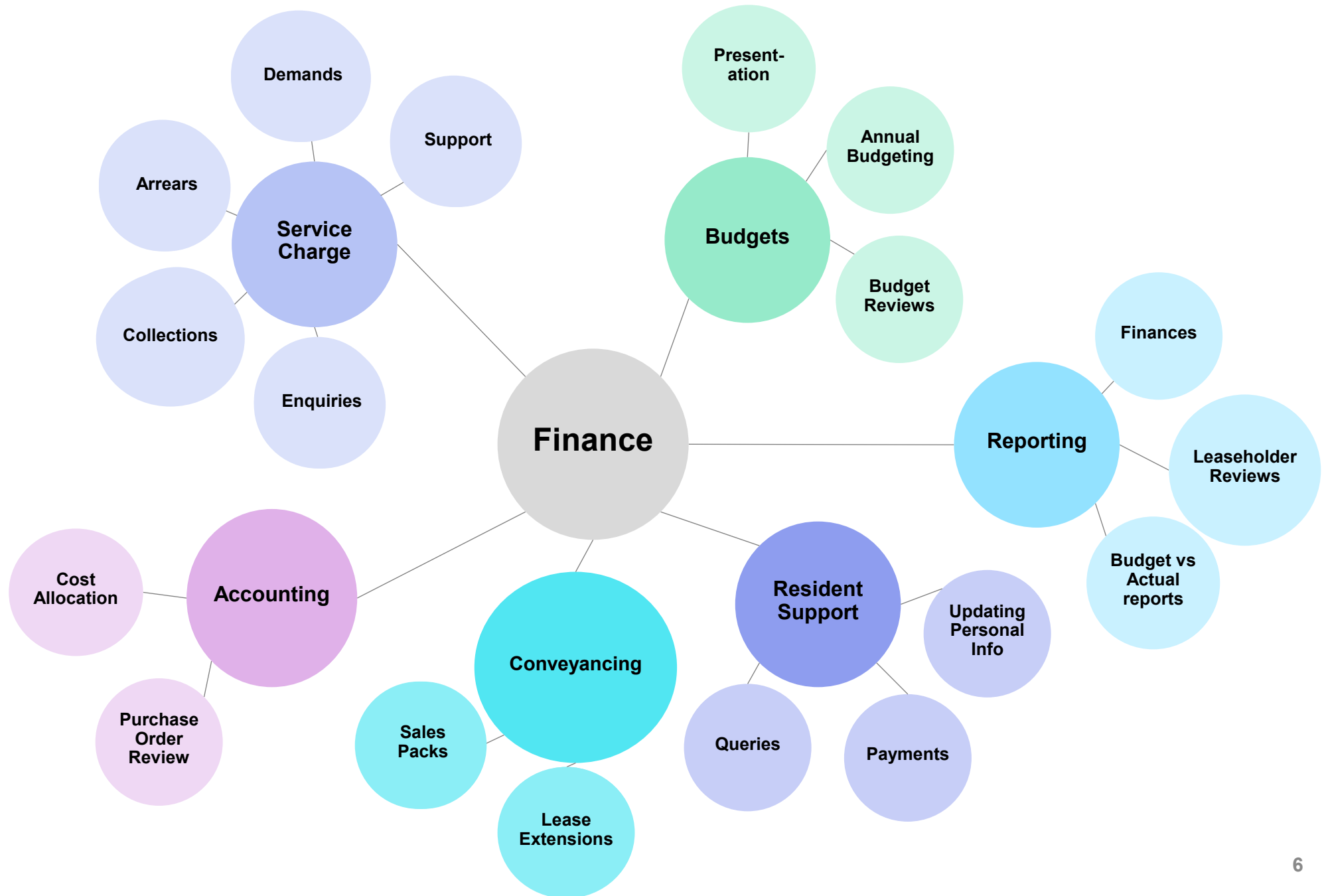
The Property Services Team covers all aspects of the estate's infrastructure, including mechanical, electrical and plant systems, planned and reactive maintenance, projects and health and safety compliance.

They manage and oversee contractors carrying out work on behalf of the Barbican Estate Office, ensuring that all works meet required standards. The team also provides guidance and support to residents experiencing issues with utilities, hot water, or underfloor heating investigating communal faults or advising on matters within individual demises.

In addition to maintenance and operational responsibilities, the Property Services Team leads on major project works and programmes. This includes the planning, coordination, and delivery of refurbishment, modernisation, and improvement projects across the estate. They ensure these works are carried out safely, on time, and within budget, while maintaining clear communication and engagement with residents to minimise disruption.

Through their technical expertise, strong contractor management, and commitment to safety and quality, the Property Services Team plays a vital role in maintaining and enhancing the Barbican Estate's built environment, protecting its heritage while supporting its long-term sustainability.

Ensuring compliance with legal and lease requirements.



Finance



Accounting



Service Charge



Budgets



Reporting

Page 69
The Finance Team is responsible for ensuring the financial stability and transparency of the Barbican Estate's finances. They are responsible for managing all aspects of the estate's service charge budgeting, accounting, and financial reporting, ensuring that funds are allocated, collected, and spent responsibly in accordance with regulations and leaseholder expectations.

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Their key responsibilities include annual budget preparation, cost allocation, and ongoing budget vs. actual performance reviews to monitor expenditure throughout the year. They also oversee service charge demands, arrears management, and collections, ensuring that income is received on time to keep the estate operating smoothly.

The team supports residents by responding to financial enquiries, providing clear explanations of service charges, and assisting with payment plans or queries. They also handle leaseholder financial processes such as conveyancing, sales packs, and lease extensions, working closely with other departments to ensure accurate and timely information is shared.

Finance is also responsible for financial reporting and analysis for senior management and leaseholders, ensuring transparency and accountability across all spending. Their oversight ensures that every pound of service charge is managed carefully, supporting both day-to-day operations and the long-term sustainability of the Barbican Estate.

Arranging statutory external audits and/or certified accounts.

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Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Report of The Director of Property & Estate Management	Public
This proposal: <ul style="list-style-type: none"> provides business enabling functions 	Providing Excellent Services
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	For Information
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report provides Members with an overview of current activity and strategic developments across the Barbican Estate led by the Director of Property & Estate Management.

It highlights progress on the Governance Review, the in-house repairs service transition, organisational realignment within the Barbican Estate Office (BEO), the ongoing major works programme, and the submission of Building Safety Cases for the three Barbican towers to the Building Safety Regulator.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

Governance Review

Work continues with Charles Russell Speechlys (CRS) on the independent Governance Review, which examines the legal and operational framework underpinning the management of the Barbican Estate.

The review aims to strengthen governance clarity, improve resident engagement, and ensure alignment with statutory obligations.

In-House Repairs Service – Phased Implementation

Following BRC approval to bring the repairs service in-house, the BEO is progressing with a phased implementation model to ensure a controlled and efficient transition.

- Phase One focuses on the handover between Chigwell and Elkins, maintaining service continuity and ensuring no disruption to residents.
- Phase Two focuses on the establishment of the in-house delivery model, ensuring appropriate resources, systems, and staffing are in place before full rollout.

Barbican Estate Office (BEO) Organisational Structure

The new BEO organisational structure, approved in 2024, continues to bed in following a period of recruitment and service realignment.

The structure brings together three key service areas: Resident Services, Property Services, and Finance, providing clearer accountability, communication, and governance.

A Resident Communication Strategy, scheduled for publication in Q1 2026, will support the structure by setting standards for openness, transparency, and resident feedback.

An annual review cycle will ensure that performance, capacity, and service outcomes remain aligned with resident needs and corporate priorities.

Major Works Programme Board (MWPB)

The Major Works Programme Board continues to oversee the delivery of the estate's large-scale capital projects and planned maintenance works. Recent meetings have focused on:

- Refining the Planned Preventative Maintenance (PPM) Programme and Contracts Matrix, improving tracking of cyclical works and contractor performance.
- Reviewing the Capital Expenditure Plan, which outlines all major projects and funding allocations, distinguishing clearly between City Fund and leaseholder contributions.
- Progressing key projects including fire safety improvements, lift refurbishments, and building envelope works.

All associated documents (PPM, Contracts Matrix, CapEx Plan, and Project Tracker) are published as appendices of the MWPB full report for reference.

Building Safety Cases – Barbican Towers

In line with statutory requirements under the Building Safety Act 2022, the City of London Corporation has formally submitted Building Safety Cases for the three Barbican residential towers that were called in:

- Shakespeare Tower
- Cromwell Tower
- Lauderdale Tower

Each submission to the Building Safety Regulator (BSR) includes:

- Detailed structural and fire safety assessments.
- Resident engagement records and communication strategies.
- Information on safety management systems and accountable persons; and
- Plans for ongoing inspection, maintenance, and resident liaison.

The Building Safety Regulator has acknowledged receipt of all three submissions, which are now under review.

Early feedback has been positive, with further dialogue expected over the coming months to finalise each tower's safety case summary and confirm ongoing compliance measures.

Alignment of Reporting and Planning Cycles

The Director notes that different workstreams and committees have previously operated using a mix of calendar and financial quarters. To ensure consistency and strategic alignment, all reporting and planning will now be based on the financial year (1 April – 31 March).

Agenda plans for 2026/27 will therefore be presented to the February 2026 RCC/BRC for review and approval.

Service Charge Apportionment Review

The Director has committed to undergo a comprehensive review of estate service-charge apportionment to ensure that contributions remain fair, transparent, and reflective of actual service delivery across the Barbican Estate as well as accounting for all units which have changed over time such as Frobisher Crescent and Blake Tower (as examples).

Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management

Outstanding and Completed Action Points

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
1	Nov 22	Lambert Jones Roof: 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 E Doyle via MWPB	01-Apr-25	01-Jun-25	Several drainage works have taken place over the past couple of months at LJM and whilst the issues are not all fully resolved progress is being made to ensure the systems are unblocked and functioning. Further discussions will shortly be had with the House Group and wider residnets to review.
2	04/09/2023 (Minute 9)	Barbican Estate Redecoration Programme 2020-25: 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 D Castle via SLWP	31-May-25	30-Nov-25	Dan, Dan and Eoin are reviewing the final account and retention arrangements. Issues are still noted at Willoughby, Speed, Gilbert and Bunyan. We are also due to bring a report to November Committee on the S&M costs for the project. The "wash up" finance report has now been prepared, it has not been scrutinised enough to bring to this RCC/BRC but will be int ime for February 2026.
3	04/09/2023 (Minute 10)	Barbican Estate Major Works Five-Year Asset Management Programme: 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. 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 E Doyle via MWPB	01-Sep-25	30-Nov-25	The plan is within the agenda pack for this meeting (Nov-25)
4	25/04/2024 (Minute 13)	Antisocial Behaviour on the Barbican Estate: The Executive Director agreed to investigate whether the policy for HRA properties could be applied to the Barbican Estate.	D Sanders	28-Apr-25	30-Nov-25	This work has been postponed due to the ongoing reactive repairs situation. It is still vitally important and will be picked up by the new Head of Resident Services supported by the Director.
5	25/11/2024 (Minute 3)	Barbican App: 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	30-Nov-25	The Head of resident services has picked up conversations with the app provider and internal teams over the past few weeks, we are shortly going to commit to a new launch date following succesful conversations.
7	02/09/2024 (Minute 13)	Asbestos: 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 via MWPB	01-Jan-25	30-Nov-25	Please see roject tracker.

8	25/11/2024 (Minute 4)	Repair Invoices: 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 via RepCom	01-Jan-25	30-Nov-25	Nov -25 - again following the withdrawal of Chigwell the way we collate and present this information will fundamentally change. In the meantime if members have specific invoice queries they can make an Ad-Hoc request.
9	25/11/2024 (Minute 6)	Service Charge Outturn Report: 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 via SCWP	01-Apr-25	30-Nov-25	Please see outrun report within agenda pack.
10	25/11/2024 (Minute 7)	Purchase Power Agreement: 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 via RepCom	01-Apr-25	30-Nov-25	Nov-25 The Purchase Power Agreement (PPA) non-consumer blocks were still being assessed. This is still being reviewed.
12	25/11/2024 (Minute 16)	Apportionment Review: Officers confirmed that an apportionment review shall be incorporated, and its findings shall be reported back to the Committee.	D Sanders via SCWP	01-Dec-25	02-Dec-25	Commitment is noted in the Proeprty Director Report within this agenda pack.
13	03/02/2025 (Minute 5)	Repair Orders: 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 via SLAWP	01-Aug-25	30-Nov-25	All repairs data has now been shared with House Chairs and SLWP.
14	03/02/2025 (Minute 7)	Tower Lifts: 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 via MWPB	01-Apr-25	01-Apr-27	Proposed Closed.
15	03/02/2025 (Minute 9)	Brandon Mews Canopy: 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 via MWPB	01-Aug-25	30-Nov-25	Meeting being scheduled with Avanti and BM leaseholders via Mia Blainey.
17	03/02/2025 (Minute 18)	Heating Study: 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-Apr-26	Officers advised that the heating survey was continuing and that, to ensure that there was as much supplementary data as possible, more volunteers would be sought in the blocks currently being reviewed and, perhaps, in some other blocks as well.

18	03/02/2025 (Minute 19)	Charges for Support Services: 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 via SCWP	01-Aug-25	30-Nov-25	Nov-25- work has been done with the SCWP and the way S&M charges are currently reconciled will be amended for greater transparency from 2026 onwards. We are reviewing the breakdown and a further meeting is due to take place in October/November 25.
19	03/02/2025 (Minute 19)	Repair Costs: 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 via SCWP	01-Sep-25	30-Nov-25	Nove-25 In progress. To be discussed at the next SCWP
20	28/04/2025 (Minute 5)	Reporting Committee: Members noted the ambition to increase the Reporting Committee's transparency. It was suggested that measures to support this would include circulating the Committee's minutes to the House Group Chairs and stopping the use of REPCOM as an acronym for the Committee.	D Sanders Via RepCom		30-Nov-25	Full reports within this agenda pack and commitment all minutes and actions will be published on the website of the CoL
21	28/04/2025 (Minute 6)	Governance Review: Members differed on whether the bodies in scope and contained within the definition "Residents' Consultative Committee and its subsidiary fora" should be also listed. It was suggested that the view of BRC should be sought. Members thought that the definition "Freeholder (City of London Corporation)" should be expanded to state "Freeholder / Landlord (City of London Corporation)" to ensure that it encompassed all residents. It was felt that, inter alia, the regular meetings between the Assistant Director and all House Chairs should be re-instated.	D Sanders Via RepCom		30-Nov-25	Paper within agenda pack.

22	28/04/2025 (Minute 7)	<p>Repairs & Maintenance Update: Members felt that it would be more helpful for the following areas to be mentioned explicitly in the principles committed to by the BEO, by which the current repairs and maintenance contract would be managed:</p> <ul style="list-style-type: none"> • ensuring there was no charge for duplicate repairs • ensuring that the repairs process was compliant with statutory obligations, including Section 20 consultation requirements • ensuring there were no charges to leaseholders which should rightfully be the Landlord's <p>Members also suggested that there should be clarification at the outset of any works as to whether the costs would be included in the service charge or not.</p> <p>Officers agreed to expand the list and also undertook to update the reference to carrying out works in a 'timely manner' so that this provided more precise information on timings.</p>	D Sanders Via RepCom		30-Nov-25	Paper within agenda pack.
23	28/04/2025 (Minute 9)	<p>Tower Lifts Projects: Members noted that the project had repeated a previous exercise (and had come to similar conclusions). Officers advised that they felt the review had been necessary, but would discuss the areas of duplication with the Resident Steering Group.</p> <p>Officers, in reply to a question on whether they had appropriate data to provide details of breakdowns and the costs of their repair, undertook to bring a cost benefit analysis to the Committee in due course.</p> <p>Officers agreed to amend the Terms of Reference of the Barbican Towers Lift Project Resident Steering Group to include a member of the Major Works Programme Board.</p>	D Sanders via MWPB			Will Roerts has taken ownership and held meetings with the working group alongside Eoin Doyle and thigns are progressing well. The tender docs for consultants are being drawn up.
24	28/04/2025 (Minute 9)	<p>Lifts Projects: A report on the terrace lifts would be brought to the Committee in September, incorporating the lessons learnt from the tower lift project.</p> <p>At the request of some Members, officers agreed to circulate the consultant's reports on the individual lifts to the House Group Chairs for dissemination as they see fit.</p>	D Sanders via MWPB			Propose Closed as reports have been issued.
25	28/04/2025 (Minute 10)	<p>Brandon Mews Canopy: Officers agreed to provide an offline briefing regarding work undertaken to date and leaseholder engagement in respect of the Brandon Mews Canopy.</p>	D Sanders			Propose Closed as same as action 15.

26	28/04/2025 (Minute 11a)	Ombudsman: Members heard that the Working Party felt that the Housing Ombudsman was a more appropriate body for the Barbican Estate Office than the Property Ombudsman. The Working Party also felt the cost of joining should be borne by the landlord. Officers advised that they would suggest to the Barbican Residential Committee that the proposal should be withdrawn.	D Sanders	31-May-25	N/A	Proposed Closed
27	28/04/2025 (Minute 11b)	Garden Advisory Group: The Working Party Chair agreed to consult with residents in the appropriate podium flats on the proposals in respect of the Speed House lawn.	J Durcan	03-Nov-25	03-Nov-25	Proposed Closed
28	28/04/2025 (Minute 12)	Action Tracker: The next iteration of the action tracker would include the door fireproofing project.	D Sanders	01-Sep-25	N/A	Proposed Closed
29	02/09/2024 (Minute 6)	Fire Doors: There was some confusion as to which doors were going to be replaced with the Assistant Director confirming that it was both the doors and the units surrounding the doors which shall be replaced. However, the Assistant Director was unsure whether the windows beside the Fire Doors situated in Andrews House and similar blocks would be replaced and agreed to investigate and provide an update at the next meeting. The Assistant Director agreed to liaise with the Project Manager to identify which doors shall be self-closing since a Member highlighted a potential security risk.	D Sanders via MWPB		03-Nov-25	See Project Tracker.

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Outstanding and Completed Action Points - Supplemental Paper

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
30	01/09/2025 (Minute 4c, para 2)	2026/27 Budget: There was some discussion on the whether the Reporting Committee should be responsible for the 2026/27 budget. It was noted that this had been agreed in November 2024, with the Reporting Committee timetable presented to the RCC in the relevant report. It was agreed that this matter should be discussed at the next Reporting Committee meeting, with any queries brought to the next RCC meeting.	D Sanders (Via RepCom)	03-Nov-25	Proposed Closed	29/10: At its meeting on 10 September 2025, the Reporting Committee agreed that the best way forward was to review the 2026/27 budget jointly with the Service Charge Working Party. Proposed Closed
31	01/09/2025 (Minute 5, para 5)	Independent procurement review: A Member was concerned as to the scope of the planned independent review of the procurement exercise and suggested that Chigwell should be approached as part of this review. The Director agreed that finding out what had gone wrong was important and noted that the terms of reference of the review would be brought to the Major Works Programme Board before being finalised	D Sanders (via MWPB)	30-Nov-25	30-Nov-25	29/10: The Director has reached out to Chigwell Director and is awaiting a response.
32	01/09/2025 (Minute 5, para 5)	Experience: The Member also asked about the experience of the officers who would be managing the in-house team. The Director [...] advised that fellow officers within the BEO were well experienced in the industry. He agreed to provide details in the next report.	D Sanders	03-Nov-25	Proposed Closed	29/10: The RCC's role is to provide resident feedback and input on service standards, performance outcomes, and community impact, rather than to review or discuss the employment details of specific staff members. The Director has confirmed that the officers within the BEO are experienced and appropriately qualified to deliver the service. General assurance on staffing capability can be provided through future performance reviews of the service, but individual employment details cannot be shared for confidentiality and governance reasons. Proposed Closed.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
33	01/09/2025 (Minute 5, para 6)	Second bidder: A Member asked if there was any option to consider the second bidder and if there was any risk of a challenge from other bidders involved in the procurement process. The Director advised that he had asked his legal and procurement colleagues about this and would provide the Committee with further clarity on the options and the risk of a challenge.	D Sanders	03-Nov-25	Proposed Closed	29/10: We can confirm legal and procurement colleagues have advised we should not be challenged on process from second bidders following the in-house course of action as it is a fundamentally different proposal not a direct award. Proposed Closed
34	01/09/2025 (Minute 5, para 7)	Private, non-service charge work: In response to a question from a Member the Director [...] agreed that there needed to be a clear distinction between leasehold and freehold matters, and clarity as to whether the team would be able to undertake private, non-service charge, work. This would be investigated in the further work to refine the implementation plans.	D Sanders (via MWPB)	31-Mar-26	31-Mar-26	29/10: This investigation is ongoing.
35	01/09/2025 (Minute 5, para 12)	Specialist work and equipment: The Director confirmed that the specialist works and risk contingency had been informed by data available, but would be analysed in more detail in a future iteration. [...] He also agreed to give further consideration as to what equipment the BEO could have in store and what should be hired when needed.	D Sanders (via MWPB)	31-Mar-26	31-Mar-26	29/10: We will provide more detail in phase 2 plans.
36	01/09/2025 (Minute 5, para 13)	Risk register: The Deputy Chair raised some points regarding additions to the risk register, together with mitigations, including those that had already been discussed. She noted that HR had not provided appropriate, helpful or consistent support in previous BEO reorganisations. Also, the risk register should reflect that the BEO had not had particularly good experiences when implementing IT projects, the potential for loss of corporate knowledge and the risk of loss of staff or the inability to attract staff of the appropriate calibre due to the City Corporation remuneration structure.	D Sanders (via MWPB)	30-Nov-25	30-Nov-25	29/10: This has been noted and will form part of our risk register noting improvements have been made within the internal HR function.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
37	01/09/2025 (Minute 5, para 19)	Bunyan Court car park: A Member raised concerns about the Bunyan Court car park welfare area, which added to routine traffic through common areas of the blocks served by the car park. The transport of materials, tools and equipment to the rest of the estate may cause damage. The Committee was advised that officers had discussed the workshop at Bunyan Court but this would need to be reviewed further.	D Sanders (via MWPB)	31-Mar-26	31-Mar-26	29/10: This review is ongoing.
38	01/09/2025 (Minute 7, para 2)	Service charge leaseholder updates: The Director advised that some comments had been received from residents in relation to the figures listed in the report. [...] He asked for residents to provide comments to RCC representatives by Friday 12 September.	D Sanders	03-Nov-25	Proposed Closed	29/10: Responses were received are superseded by our report in the agenda pack. Proposed Closed
39	01/09/2025 (Minute 7, para 4)	SCWP review: A Member noted that the Service Charge Working Party (SCWP) had not had the opportunity to review the report or the 2025/26 figures. She recommended that the SCWP should review the report before it was circulated to residents. The Director agreed to this review.	D Sanders (via SCWP)	03-Nov-25	03-Nov-25	29/10: This meeting is scheduled for early November.
40	01/09/2025 (Minute 7, para 6)	Service charge audit: In respect of the service charge audit, a Member asked when the process would be concluded. The Director advised that the audit would be conducted on an annual basis and the appointment of an auditor was on the agenda for the next SCWP meeting. Once completed, the results of the audit would be shared.	D Sanders (via RepCom / SCWP)	31-Mar-26	31-Mar-26	29/10: Terms of reference were agreed with the SCWP and will be presented at the next RCC.
41	01/09/2025 (Minute 7, para 7)	Organisational chart: A Member asked to receive an organisation chart and the Director confirmed that this was on the agenda for the next Reporting Committee meeting and would be provided to the Committee in due course.	D Sanders (via RepCom)	03-Nov-25	Proposed Closed	29/10: At its meeting on 15 October 2025, the Reporting Committee considered the organisation chart and proposed amendments. The organisation chart has been provided as a supplemental document. Proposed Closed
42	01/09/2025 (Minute 8, para 6)	Terrace lifts report: A Member asked for the Terrace Lifts report to be included in the action tracker, given that it had not yet been provided to the RCC.	D Sanders (via MWPB)	03-Nov-25	28-Feb-26	29/10: This will be provided in February with an oral update from the Director in November.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
43	01/09/2025 (Minute 10, para 3)	MWPB reports: The Planned Preventative Maintenance Programme, Contracts Matrix and Capital Expenditure Plan had been submitted to the MWPB for consideration at their next meeting and these documents would be available at the next RCC meeting.	D Sanders (via MWPB)	03-Nov-25	Proposed Closed	29/10: At its meeting on 1 October 2025, the Major Works Programme Board considered these documents and proposed amendments. These documents are in the pack and an updated version will be available at the meeting on the screen. Proposed Closed

By virtue of paragraph(s) 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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