



## Barbican Estate Residents Consultation Committee

**Date:** MONDAY, 1 SEPTEMBER 2025

**Time:** 6.30 pm

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

**Members:**

Jo Boait - Ben Jonson House (Chair)	Dave Taylor - Gilbert House
Sandra Jenner (Deputy Chair)	Pauline Fasoli - John Trundle Court
Lucy Sisman - Cromwell Tower (Deputy Chair)	Claire Hersey - Lambert Mews
Jan-Marc Petroschka - Chairman of the Barbican Association	David Lawrence - Lauderdale Tower
Lionel Meyringer - Andrewes House	Stuart Lynas - Mountjoy House
Andrew Tong - Brandon Mews	John Holme - Postern
Fiona Lean - Ben Jonson House	Jane Smith - Seddon House
Andy Hope - Breton House	Sandy Wilson - Shakespeare Tower
John Taysum - Bryer Court	Frits van Kempen - Speed House
Gordon Griffiths - Bunyan Court	Rodney Jagelman - Thomas More House
Helen Hudson - Defoe House	Nicola Baker - Wallside
Sally Spensley - Frobisher Crescent	Petre Reid - Willoughby House

**Enquiries:** Rhys Campbell  
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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 minutes of the Barbican Residents' Consultation Committee (RCC) held on 28 April 2025 as a correct record.

**For Decision**  
(Pages 5 - 12)

## **4. WORKING PARTY UPDATES**

To receive the minutes and reports of the various working parties.

**For Information**

- a) Garden Advisory Group (Pages 13 - 14)
- b) Service Level Agreement Working Party (Pages 15 - 16)
- c) Service Charge Working Party (To Follow)
- d) Asset Management Working Party (To Follow)

## **5. REPAIRS & MAINTENANCE**

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

**For Information**  
(Pages 17 - 38)

## **6. APPOINTMENT OF EXPERT WITNESS**

Report of the The Executive Director of Community & Children's Services.

**For Information**  
(Pages 39 - 46)

7. **SERVICE CHARGE LEASEHOLDER UPDATES**

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

**For Information**  
(Pages 47 - 276)

8. **BARBICAN RESIDENTIAL ESTATE LIFT REFURBISHMENT**

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

**For Information**  
(Pages 277 - 288)

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

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

**For Information**  
(Pages 289 - 300)

10. **BARBICAN ESTATE WINDOW REPAIRS PROGRAMME**

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

**For Information**  
(Pages 301 - 312)

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

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

**For Information**  
(Pages 313 - 314)

12. **REPORT OF REPORTING COMMITTEE AND MAJOR WORKS PROGRAM BOARD**

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

**For Information**  
(Pages 315 - 316)

**13. OUTSTANDING ACTIONS**

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

**For Information**  
(Pages 317 - 332)

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

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

## **BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE** **Monday, 28 April 2025**

Minutes of the meeting of the Barbican Estate Residents Consultation Committee  
held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 28 April  
2025 at 6.30 pm

### **Present**

#### **Members:**

Jo Boait - (Chair)  
Sandra Jenner - (Deputy Chair)  
Lucy Sisman - (Deputy Chair)  
Lionel Meyringer - Andrewes House  
Andrew Tong - Brandon Mews  
Fiona Lean - Ben Jonson House  
Andy Hope - Breton House  
Gordon Griffiths - Bunyan Court  
Helen Hudson - Defoe House  
Dave Taylor - Gilbert House  
Claire Hersey - Lambert Mews  
Alberto Garciga - Lauderdale Tower  
Stuart Lynas - Mountjoy House  
Jane Smith - Seddon House  
Sandy Wilson - Shakespeare Tower  
Frits van Kempen - Speed House  
Rodney Jagelman - Thomas More House  
Petre Reid – Willoughby House  
Randall Anderson – Deputy Chair, Barbican Association

#### **Attendees:**

Jim Durcan – Chair, Service Level Working Party  
Tam Pollard – Chair, Asset Management Working Party

#### **Officers:**

Judith Finlay	- Executive Director, Community and Children's Services
Dan Sanders	- Assistant Director, Barbican Residential Estate
Dan Castle	- Contracts Manager, Barbican Residential Estate
Ben Dunleavy	- Town Clerk's Department

### **1. APOLOGIES**

Apologies were received in advance of this meeting from David Lawrence (Lauderdale Tower) who was represented by Alberto Garciga, and from Sally Spensley (Frobisher), Mary Bonar (Wallside), John Taysum (Bryer Court) and Pauline Fasoli (John Trundle Court), who was represented by Miranda Quinney.

The Chair welcomed Lionel Meyringer and Fiona Lean as new Members of the Committee and noted that Randall Anderson was attending for Jan-Marc Petroschka, the newly appointed Chair of the Barbican Association.

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

There were no declarations.

3. **MINUTES**

Members considered the minutes of the meeting held on 3 February 2025.

The Town Clerk informed the Committee of a necessary correction to record Gordon Griffith's attendance at the meeting.

A Member said that, at item 11, they had noted that the air quality in the Beech Street Tunnel had significantly improved over the past three years, and asked that the minutes be amended to include this.

Matters arising

With regards to the discussion at point 4, item 6 of the minutes, The Deputy Chair confirmed that the Chair of the Barbican Residential Committee was content with the name 'Transformation Programme Update'.

RESOLVED, that – the minutes of the meeting held on 3 February be approved as a correct record, as amended.

4. **APPOINTMENT OF A FORENSIC ARCHITECT (EXPERT WITNESS)**

The Committee received a report of the Executive Director, Community and Children's Services in respect of the appointment of a Forensic Architect (Expert Witness) at Ben Jonson House.

Officers advised that the review would be split into two phases. The key deliverable for the Expert Witness would be determining the liability for costs in the first phase. The identification of costs of remedial works would take place in the second phase, and this activity would be more likely undertaken by a surveyor.

Members felt that the Expert Witness would need to be conservation accredited, as well as having knowledge of 20<sup>th</sup> Century buildings. It was noted that, in addition to being aware of the most recent guidance, conservation architects would be aware of any guidance that was relevant at the time of any repair. They would also have a specialist skillset in identifying defects and specialist repairs.

The Committee welcomed the approach and noted that other houses would reserve judgement until the outcome of the Ben Jonson House review was known.

Members sought clarification on the apportionment of cost and were advised that this would not be determined formally until the finalised scope and terms of reference had been approved.

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

5. **REPCOM REPORT**

The Committee received a report of the Executive Director, Community and Children's Services providing an update on the work of the 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.

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

6. **THE BARBICAN ESTATE OFFICE GOVERNANCE REVIEW - TERMS OF REFERENCE**

The Committee received a report of the Executive Director, Community and Children's Services concerning the Barbican Estate Office 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. Some thought it would help clarity, but others thought trying to be exhaustive risked something being omitted. 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.

Members discussed ways to involve leaseholders, including surveys and interviews. Officers advised that the consultants would be asked to advise in this regard to ensure that all stakeholders were represented during the process. It was felt that, inter alia, the regular meetings between the Assistant Director and all House Chairs should be re-instated.

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

7. **REPAIRS & MAINTENANCE UPDATE**

The Committee received a report of The Executive Director, Community and Children's Services providing an update repairs and maintenance work at the Barbican Estate.

Members felt that it would be more helpful for the following areas to be mentioned explicitly:

- 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

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.

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.

Officers described the process by which the new contracts were being managed on a day to day basis, including ensuring that all contractors were brought together at least once a week and that the KPIs were monitored at least monthly.

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

8. **MAJOR WORKS PROGRAMME BOARD UPDATE**

The Committee received a report of The Executive Director, Community and Children's Services concerning the Major Works Programme Board.

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

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

The Committee received a report of the Executive Director, Community and Children's Services in respect of Tower Lifts projects.

Officers explained the factors leading to the change in recommendation from a full capital replacement to a major modernisation. It had been established that warranties would still be available if existing guides, counterweights and frames were retained which were better quality than could be achieved today. This would also reduce the costs.

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. It was generally agreed that the work should be expedited. Officers advised that an experienced project manager who would take responsibility for this programme of work had been appointed and was due to start on 6 May 2025.

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.

In response to a question on warranties, officers advised that it was likely that a package of warranties would be available, with terms dependant on the particular lift component. Guidance would be obtained from the consultants in this regard. Officers advised that the third-party consultant would monitor the lift warranties and any potential claims, as would the Estate Office team in accordance with the suite of standard operating procedures.

A report on the terrace lifts would be brought to the Committee in September, incorporating the lessons learnt from the tower lift project. 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.



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.

Officers confirmed that the only implication of not having to comply with the NH120 requirements for new lifts was that the reporting would be less burdensome.

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

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

The Committee received a report of the Executive Director, Community and Children's Services concerning ongoing carried out by the Barbican Estate Office.

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. Officers confirmed that ambient temperatures were being taken into account.

Officers agreed to provide an offline briefing regarding work undertaken to date and leaseholder engagement in respect of the Brandon Mews Canopy.

Officers confirmed that they anticipated that the procurement specifications for the architectural services to replace the roofs on Ben Jonson House, Defoe House and Bunyan Court would include consideration of:

- the whole envelope of the building (including water shedding);
- all options for materials (including those with a life span of more than 25 years); and
- likely maintenance costs when considering value.

The above would be included together with the requirement for the preparation of a maintenance programme and repair methodologies for lower floors. It was also anticipated that a peer review of the plans and materials would be undertaken. A Member suggested that these points should be included in a risk register for this project, that would first be discussed at the Major Works Programme Board.

Officers noted that the update on service charges had been sent as part of the regular weekly bulletin.

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

The Chair congratulated the Officers on the content and quality of the reports that had been presented to the meeting.

**11. WORKING PARTY UPDATES**

### **11a Service Level Agreement Working Party**

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.

### **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.

### **11c Climate and Zero Carbon Working Party**

There was no update.

### **11d Asset Maintenance Working Party**

The minutes were noted.

### **11e Service Charge Working Party**

The Chair of the Working Party advised that they planned to hold a meeting soon to discuss the items in the report. Officers advised that that progress had been made with regard to the breakdown of the City Corporation overheads, and Members noted that they expected to receive explanations of both the formula used and the actual sums for this year. It was noted that the June service charge payments would be adjusted for any under or overspend from the previous years' service charge, together with adjustments in respect of the heating bills.

## **12. OUTSTANDING ACTIONS**

The Committee received the action trackers for the Barbican Estate Residents' Consultation Committee (RCC) and the Barbican Residential Committee (BRC).

It was noted that Items 6, 11 and 16 were closed and could be removed from the Tracker.

A Member suggested that the Barbican Estate Officers should be more realistic on the timelines in which it expected to complete actions; this would help to avoid slippage. Officers advised that they were preparing an agenda plan for the RCC which would include some of the more long-dated actions.

The next iteration of the action tracker would include the door fireproofing project.

## **13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

A Member asked officers for further information on reports of a person sleeping rough inside Willoughby House, apparently with a key. Officers advised that they were progressing a resolution of the issue, ensuring that they followed the City Corporation's welfare first approach, but also considered the security aspects.

## **14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of business that the Chair considered urgent.

**The meeting ended at 7.57 pm**

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Chairman

**Contact Officer: Ben Dunleavy**  
**[ben.dunleavy@cityoflondon.gov.uk](mailto:ben.dunleavy@cityoflondon.gov.uk)**

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## **Gardens Advisory Group Report to the RCC September 2025**

The Gardens Advisory Group, working in four teams, carried out their quarterly inspections of the four sections of the Barbican Gardens in June 2025. We were very pleased to welcome City Gardens Manager, Jake Tibbetts, to every one of our inspections. Many thanks to GAG members for their active participation in the inspections and for the reports and contributions on the areas inspected.

The very dry Spring and Summer impacted the gardens. The warm sunshine encouraged blossom and leaf growth. The rich greens of trees and plants together with lots of blossom made a welcome change from the early part of the year. The lack of rain has turned the lawns brown and discouraged the weeds. The good news is that the lawns will recover when the rains return. The bad news is that the weeds will also reappear.

The planting of trees carried out in the Spring appears to be working well. The Persian ironwoods beside John Trundle are settling well as are the three Pride of India trees planted on Speed lawn. There has been some feedback about the actual locations of the new trees in Speed. City Gardens will dig some more trial holes in Speed in the early autumn to identify potential locations where there is adequate soil depth. If the trial holes are successful then the trees themselves can be moved in the late autumn

The City Gardens team, working on the Barbican Gardens, has settled with less staff turnover including retirements. The result is that the team is, on average, younger than it was but remains committed, knowledgeable, enthusiastic and hard working. City Gardens' willingness to continue to offer apprenticeships and training to develop, motivate and retain its staff has helped to reduce turnover.

The planted bed beside the Barbican on Aldersgate was a little disappointing with numerous bare patches. It was agreed that City Gardens would look again at the planting arrangements with a view to making changes in the autumn. The new planting in the igloos in the lake is flourishing. There are still some issues which relating to the degree of shade created by the climbing plants. The warmth and sunshine have contributed to the algae growth in the lake making it look greener than usual. The water will be treated to suppress the algae growth. Hostas which had flourished in Thomas More Garden beside the lake have gone. City Gardens is seeking to establish what happened. The high area adjacent to the waterfall still needs attention.

The temporary pumps that were providing the waterfall at the eastern end of the lake are still in place. The Barbican Centre has informed us that the pumps that provide the waterfall have stopped working. The Barbican Centre is investigating but the temporary drainage of a small part of the lake may be necessary to fully identify and resolve the issue.

We have been informed that the new Head of Resident Services, whenever he/she takes up her role, will be responsible for the Gardens. In the interim we are pleased that Dan Sanders has taken on the responsibility.

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## **Report of the Service Level Agreement Working Party to the Residents Consultation Committee for its meeting on 1<sup>st</sup> September 2025**

This working party was scheduled to meet at 18.00 on 14<sup>th</sup> August 2025. On 6<sup>th</sup> August 2025 I wrote to the BEO asking for confirmation that we would receive the KPI data in time for our meeting a week later. No reply was received from the BEO. I discussed this situation with members of the working party and we agreed to postpone our meeting. We also agreed that I should write to the BEO informing them of this decision and asking when the data will be available.

We all appreciate that some staff in the BEO have been focused on the consequences of Chigwell's withdrawal from the maintenance contract but not all staff have been involved in that exercise. Members of the RCC will also remember that the SLAWP did not submit a report to the April RCC about the KPI data because no information had been received from the BEO. (The SLAWP did submit a report on the Ombudsman issue which was accepted by the RCC.)

At that stage the BEO promised a follow up meeting to catch up on the SLAWP's 'business as usual' before its next regular scheduled meeting. No catch up meeting has taken place.

The KPI data is an important contribution to leaseholders' ability to review the delivery of services by the BEO. No data has been made available since the beginning of 2025. Consequently there has been no review of the BEO's service delivery performance in that period. The SLAWP looks forward to receiving KPI data covering the year to date and will then move quickly to review it and provide a report to the RCC.



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<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 1 September 2025 15 September 2025
<b>Subject:</b> Repairs & Maintenance	<b>Public</b>
<b>This proposal:</b>	To approve proposals for lot 2 (repairs and maintenance) function to be carried out via an in-house model.
<b>If so, how much?</b>	No additional funds to contract commitment with current provider.
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Service Charge
<b>Report of:</b> The Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Daniel Sanders – Director of Property & Estate Management	

## Summary

Chigwell Group has declared their intent to exit the Barbican maintenance contract, citing commercial non-viability and the City of London has formally accepted their resignation, the contract end date is 24<sup>th</sup> December 2025.

In response, the BEO proposes moving to a Direct In-House Team (DIHT) model, fully integrated within the Barbican Estate Office.

## Recommendation(s)

Members are asked to:

- Note the contents of the report.
- Approve the resourcing requirements to move the Lot 2 repairs and maintenance service to delivered in-house as set out in the business case.

## Main Report

The business case (appended) sets out the following:

- Executive Summary
- Reason for Chigwell Exit

- Current Model
- Previous Tender Exercise & Decisions Moving Forward
- Direct In-House-Team (DIHT) vs Direct Labour Organisation (DLO)
- Proposed In House Model
- Cost Analysis
- Risk Register
- Pre-start Assurances
- Delivery Board
- Implementation timeline

### **Funding Strategy**

The funding for lot 2 has been previously agreed at committee and there is no presented change or increase to the previously agreed funding strategy (service charge).

### **Appendices**

Appendix 1 Business Case

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

**Daniel Sanders – Director of Property and Estate Management**



## Barbican Estate: In-House Maintenance Team

### **Contents**

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### **Executive Summary**

Chigwell Group has declared its intent to exit the Barbican maintenance contract, citing commercial non-viability.

In response, the BEO proposes moving to a Direct In-House Team (DIHT) model, fully integrated within the Barbican Estate Office and funded through the service charge. The team will comprise operatives, a planner, and a repairs supervisor, supported by existing contract and administrative staff.

This presents an opportunity to fundamentally improve the delivery of repairs and maintenance by allowing the BEO to directly manage resources, oversee standards, and ensure that service delivery is aligned with the needs of the estate and its residents. The team would be made up of operatives who know the Barbican, supported by a dedicated management and planning team to allow for agile service adjustments with real time scheduling and greater supervision over quality of works and costs.

The like-for-like total five-year cost of the in-house model is projected at £4.94 million, providing a saving on the external delivery model (£5.47 million), with a path for greater service quality, transparency, and accountability.

Risks around mobilisation, delivery, costs, TUPE, and service continuity have been identified, as have mitigations that would be put in place, and a Delivery Board will provide structured governance. Should the model underperform, a re-procurement pathway has already been scoped with interim contractor support available.



## **Reason for Chigwell Exit**

Chigwell has advised that their reason for exiting the contract is commercial non-viability, citing average billings of only approximately £50,000 per month since the contract commenced in April 2025.

However, financial analysis conducted on July 29<sup>th</sup>, 2025, based on data extracted from Civica, indicates a significantly higher level of financial commitment within the contract. The breakdown of work orders recorded in the system is as follows:

<b>Status</b>	<b>Value</b>	<b>Notes</b>
Fully Invoiced – Works Order	£ 229,051.35	Paid and processed
Ready to Invoice – Works Order	£ 120,047.13	Completed works pending invoicing
Works in Progress – Works Order	£ 63,472.59	Mix of partially coded or outstanding works
Awaiting Authorisation – Work Orders	£ 361.87	Pending Quality Checks
Total Commitment	£ 412,932.94	Across a 17-week period
Monthly Commitment	£ 105,257.42	

This equates to £24,290.17 per week. Across the year, this equates to an average monthly commitment of approximately £105,257.42 since contract commencement.

Based on the Lot 2 pricing schedule, the anticipated value of the contract was £5.47 million over 5 years (£5.1 million for annual core works, £370,000 for mobilisation costs, performance bonds, and annual uplifts). Chigwell indicated a target income of £100,000 per month. The current monthly expenditure exceeds this target.

The BEO have committed to commissioning a desktop review of our procurement documents to provide assurances that this was done to an appropriate standard.

## **Current Model**

Chigwell Group PLC currently undertake all day-to-day maintenance activities across the estate. With some specialist activities appointed to third part providers. Financially, they are operating on a pre-agreed schedule of rates (SOR) based on the M3 National Housing Federation Schedule of Rates version 8.

Chigwell's staff are primarily located in space within the Barbican Estate Office and Bunyan Car Park welfare area. We operate a dual-location model with their administrative staff working in the



BEO, alongside the Property Services Helpdesk. Chigwell's on-site ring-fenced maintenance team are based out of the Bunyan Car Park welfare area during core working hours. Under the contract, Chigwell were supposed to supply a dedicated Manager for this Contract. However, in conflict with initial goals and instructions, the current post-holder also supports the HRA contract covering the remaining City of London (CoL) housing supply.

Works are tracked via an interface between Chigwell's BigChange system and CoL's Civica which after significant involvement from the CoL and Chigwell, leading to service inefficiencies.

### **Previous Decisions on In House Maintenance**

In late 2023, a repairs satisfaction survey indicated a level of resident dissatisfaction with the outsourced model, particularly in relation to the performance of Metwin. While only a subset of respondents explicitly advocated for an in-house service, the feedback consistently referenced a desire for better service delivery, and cost transparency. These concerns align with anecdotal feedback received by the current BEO management team over the past 18 months.

At the time, the management team did not pursue an in-house option, citing insufficient internal capacity to mobilise and oversee the delivery of an in-house team. However, with the recent appointment of a Head of Property Services and a dedicated Contracts Manager, the team now possesses the strategic and operational expertise to manage direct delivery. While resident sentiment alone is not the only factor in making a decision, it forms part of a broader rationale for moving to an in-house model, with the aim of improving service standards and financial responsibility.

### **Options: Direct In-House-Team (DIHT) vs Direct Labour Organisation (DLO)**

Two in-house options have been considered: operating with a Direct In House Team (DIHT) or establishing a Direct Labour Organisation (DLO). Both of these models involve directly employed staff, but differ significantly in operational structure, management complexity, and resource requirements.

Both models give several benefits. Firstly, and most importantly, direct workforce control. The BEO would gain full visibility of costs and full oversight of staff, standards, and priorities without contractor barriers. Direct employment enables longer staff development, and alignment with the Barbican working culture, rather than a contractor's working culture. Direct employment also encourages longer staff development. After a stabilisation period, labour and material costs will be able to be monitored and reported more effectively (without contractor overheads). Finally, both models work on lean team structures, with established staff reporting lines, and clear responsibilities that will be transparent to residents.

However, both have risks that need to be considered. Firstly, increased internal management burdens. Functions that would be completed by the contractor (day-to-day supervision, HR, and



compliance) would now be the responsibility of the City of London. Similarly, there would require significant work to set the right culture. In house teams (both DIHT and DLO) have traditionally come under scrutiny for underperformance, often due to an unproductive working culture. Suitable and rigorous performance monitoring will need to be implemented to limit this risk. A strong works management system is also needed to allow for real-time job management, cost, and performance tracking. It will need to provide analytical data that can be utilised for continuous improvement and reporting to residents and other stakeholders.

#### Direct Labour Organisation (DLO)

A DLO is a local authority owned service set up as a separate operational entity. It is primarily used to deliver repairs and maintenance services using directly employed staff. Whilst owned by the authority, a DLO functions independently. It is a widely used model within the public sector; there are clear and existing templates that aid in setting and configuring DLOs. They may also benefit from operating as a self-contained service as they are more agile and can make decisions more quickly than internal local authority departments.

However, as they operate as separate entities, they function independently of estates and resident services, which can cause siloed and fragmented delivery and limit flexibility and responsiveness. They are also complicated to set up, and may require the creation of a new legal entity, appointment of directors, financial auditing structures, and other formal governance, which adds layers of cost and complexity.

#### Direct In-House Team (DIHT)

A DIHT would consist of directly employed operatives integrated into the existing Property Services structure to deliver an integrated, resident focused service. There would be a closer relationship than would be achieved with a DLO, with cross-functional support linking all teams into a single service pathway. Providing they are built around the correct processes, and systems are in place, the service can be made performance driven by design, with the metrics for success built into its DNA. Unlike DLOs, they are also relatively simple to implement and are covered by existing governance frameworks.

However, significant configuration would be needed to enable its success. Clear divisions within the team will need to be established to ensure teams stay on task. These clear and defined roles and responsibilities will also need to be communicated to stakeholders to prevent task creep. DIHT models typically come with increased workload pressures on the existing team, however, due to the hyperlocal nature of the estate, and the current close working relationship between Chigwell's operatives, residents, and BEO officers, much of this increased workload is already being undertaken by BEO officers. Some additional management and supervision capacity will be needed, but less than a traditional DIHT would require.





## **Proposed In House Model**

Whilst the City of London's standard governance mandates that repairs and maintenance services should be provided by external contractors, the unique demands and requirements of the Barbican Estate call for a strategic deviation.

The in-house model would see the removal of Chigwell as the principal contractor, replaced by a service charge resourced, BEO delivered DIHT model.

Much of the delivery would be the same, with the administrative and maintenance staff maintaining their current place of work under similar conditions, giving residents a smooth transition.

The new structure will see the introduction of up to eight service charged roles, these being:

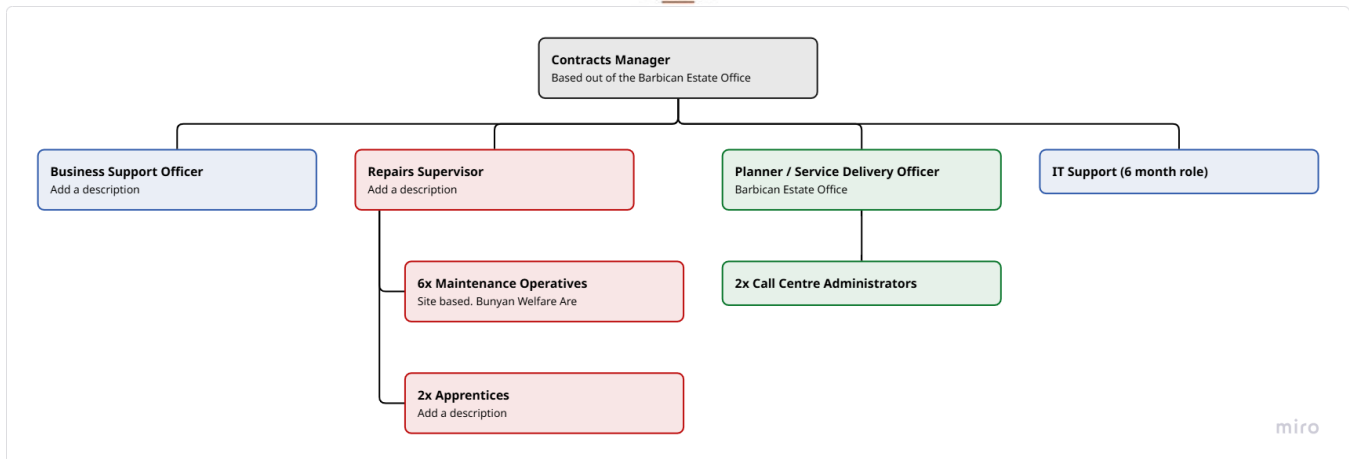
- Repairs Supervisor
- 6 x Maintenance Operatives
- Planner / Resident Liaison

(Contracts Manager and Call Centre Administrators roles already exist)

We would recommend retaining on site staff. We have taken guidance on TUPE from HR and legal, and their advice is that based on the information provided it is likely that the five individuals hold the work status of self-employed rather than employees. Therefore, the Transfer Undertaking (Protection of Employment Regulations) are unlikely to apply. However, regarding the three direct employees, it is very likely that TUPE will apply.

Chigwell's Contracts Manager would take on the Repairs Supervisor responsibilities, retaining the current reporting lines for the Maintenance operatives. The TUPE of Chigwell's planner to the BEO would cover much of the administration required under this model, and they would be supported by the Contracts Administrator, and Property Services Helpdesk.

If individuals chose not to TUPE, there would be a need to ensure that operatives were in place (or being actively recruited) to maintain service continuity. The Repairs Supervisor would act as a working supervisor in the event that extra labour is needed.



Roles and lines of accountability are shown in the above organisational chart. The Repairs Supervisor and Contracts Manager would hold direct responsibility for operational delivery and cost control. The Contracts Manager reports into Head of Property Services.

### Apprentices

Adding apprentices to the team brings both immediate and long-term strategic value. From a cost-efficiency standpoint, apprentices provide flexible, cost-efficient labour resource that can be deployed alongside qualified operatives on double handed jobs. This reduces the need to assign two fully qualified staff, which is a direct cost saving, and improves resources. Operatives can also delegate tasks which would increase productivity, and reduce job duration, limiting inconvenience to residents. During the course of their training, once certain milestones are hit, they could be deployed flexibly across reactive and planned works, feeding into resource planning and operational resilience plans. Beyond the immediate gains, the apprentices would feed into succession plans, preventing loss of Barbican specific knowledge and allowing the cultural norms and the Barbican way of working to be installed. It also aligns with wider social value commitments.

### Examples of works completed by this team:

- General building repairs
  - Minor concrete repairs (where it doesn't interfere with listing), repairs to fencing and gates, path and paving slab repairs, ventilation cleaning.
- Carpentry and Joinery
  - Door and frame replacements (non-fire doors). Basic timber repairs, window sashes and fixtures.
- Plumbing
  - Pipework and valve replacement, Blocked waste stacks, leak detections and remedial works.
- Electrical
  - Electrical testing, remedial works, troubleshooting and function testing, rewiring and installations, door entry systems



- Glazing
  - Single- and double-glazed unit replacements, sealant replacement, beading replacement
- Decoration
  - Minor decoration works following repairs, redecoration to communal areas when required (not including large internal/external redecoration projects)
- Ironmongery and fixtures
  - Handrails, banisters, balustrades, lock changes, window/door fixtures.
- NOT INCLUDED:
  - Fire safety systems, water hygiene, asbestos remediation, lifts, roofing, drainage, structural waterproofing, active and passive fire-stopping,

### Specialist Contractors

There are works allocated to Chigwell which are sub-contracted to specialists. Some works are of such a specialist nature that it is not cost effective to bring them in house. All these types of work will be subject to comprehensive market testing.

We will still require expert contractors, such as:

- Scaffolding
- Stonework and Masonry
- Plant Mechanical and Electrical
- Fire Stopping / Passive Fire Protection
- Asbestos

### Supply Chain

Most of the materials required can be purchased from local suppliers (City Hardware, M&O Plumbing) which are all local to the estate. However, some components (such as some of the door and window mechanisms) are bespoke and need specialist suppliers. The BEO is working with Chigwell to obtain their current supplier list; in addition, work will be undertaken to build a comprehensive supplier list that complies with the estate's needs and listed status.

Materials can be delivered to site, or collected from local suppliers. In the event that materials need to be collected, Elkins have agreed that they can facilitate the collection and delivery of these materials to the Barbican Estate at a markup of 12%.

Each operative will be assigned an initial stock that will be tracked using Civica CX Workforce. As materials are used, an order will be automatically sent to the supplier for collection once the materials come in. This ordering process should improve first time fix rates, and prevent any delay in payment to suppliers.



For large or bespoke orders, a pre-paid top up card will be obtained and would be used to buy the materials required. This will be used only by the management team.

Day-to-day purchasing will be the responsibility of the Repairs Supervisor and the Planner, working together to ensure that required labour and materials are available to complete works. Both will be overseen by the Contracts Manager. Monthly spending reviews will be conducted, with appropriate purchasing limits in place.

Conversations will be held with local suppliers to explore the possibility of establishing exclusive supply agreements and preferential rates. These arrangements would enable the development of a bespoke supply chain, providing faster access to materials and potentially reducing material costs. Suppliers would benefit from the opportunity to promote themselves as the exclusive supplier for the Barbican Estate, enhancing their profile and market standing. This increased visibility would also strengthen our position when negotiating further cost efficiencies. Any agreements reached would be subject to an annual review to ensure they remain fit for purpose and continue to deliver value.

#### Works Management System

The works management system is going to be central to the operation of this service, getting the right system is imperative. The options available on the market have been reviewed. Below is a table highlighting the core considerations and how each system meets those goals.

	<b>Civica Mobile Workforce</b>	<b>ROCC Core</b>	<b>MRI Repairs (AccuServ)</b>	<b>Esuasive (D365)</b>	<b>EVO</b>
<b>Scheduling and Resource Planning</b>	✓ Dynamic scheduling	✓ Dynamic scheduling	✓ Dynamic scheduling	✓ Dynamic scheduling	✗ Live appointment times
<b>Costs and productivity tracking</b>	✓ KPIs, analytics, dashboards,	✓ KPIs, analytics, dashboards	✓ Time, costing tools,  ✗ KPIs, analytics, dashboard	✓ Time costing, analytics.  ✗ KPIs, analytics, dashboard	✓ Time costing, analytics.  ✗ KPIs, analytics, dashboard
<b>App for operatives</b>	✓ Bespoke app	✓ Bespoke app	✓ Bespoke app	✓ 3rd Party App	✗ Web based app
<b>Stock materials and Management</b>	✓ Stock control, automated ordering, audit reports	✓ Stock control  ✗ Not automated ordering, manual audit	✓ Stock control, Audit reporting  ✗ Not automated ordering,	✓ Additional add-on required.	✓ Basic stock control only



	Civica Mobile Workforce	ROCC Core	MRI Repairs (AccuServ)	Esuasive (D365)	EVO
<b>Resident Communication</b>	✓ CRM grade, notifications, two-way email / SMS / portal	✓ Notifications, Email/ SMS/ Portal	✗ Additional module	✓ Notifications, Email/ SMS/ Portal	✓ Resident app
<b>Integration with Civica Housing (wider BEO access)</b>	✓ Native Model	✗ API required	✗ API required	✗ API required	✗ API required
<b>Integration with City of London finance systems</b>	✓ Already integrated	✗ API required	✗ API required	✗ API required	✗ API required

Based on the above analysis, the best option is Civica CX Contractor Workforce. This off-the-shelf system provides the best service across multiple areas. It is also a native bolt-on to the Civica Housing Management System, and would negate the need for an Application Programming Interface (API). An API would present significant challenges in terms of upfront development time, cost, and ongoing maintenance, as evidenced by the ongoing attempts to integrate Civica with BigChange, which began in February and is still not fully functional. Any new system would also need to be integrated with the City of London's finance system (CBIS) for financial reporting. This would be a costly and complex for the reasons stated above.

Conversations with Spike have confirmed that Civica CX Contractor Workforce would be able to effectively integrate the two systems to further improve the delivery and reporting of the repairs service.

Civica CX Contractor Workforce provides the following:

 <b>Job Management</b> Quotes Job Entry Job Progression Satisfaction Surveys Inspections Mobile Working Financial Completion Invoicing	 <b>Resource Management</b> Scheduling Appointments Subcontractors Internal Resources Timesheets Gang & Paired Working Performance Management	 <b>Materials Management</b> Stores & Stock Control Material Requisitions P/Orders & GRNs Expediting Orders Purchase Cards P/Invoices eTrading	 <b>Job Costing</b> Cost/Income Comparison Commitments/Accruals Labour Rates & Costs Overhead Recovery Cost Adjustments Performance Budgets
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#### How blocks will be charged

To ensure accurate charges are applied to each block, Civica CX Mobile is a real-time app that all operatives will use to record their time on site and the materials used. This will be linked to the



correct block (via the individual address, or the block in general) via the individual job number. This will function identically to the way costs are currently recorded in Civica now. We acknowledge there will be occasions where recharging the landlord will be appropriate.

### Modernisation of the Bunyan Car Park Welfare Area

To comply with Fire Risk Assessment needs, we will also be renewing the Bunyan Car Park Welfare Area. This will include a larger purpose-built storage facility, enabling safer storage of materials, tools, and equipment. The increased capacity will allow for a greater range of stock to be held on site, improving first time fix rates and reducing delays by material shortages or lead times. It will also enhance working conditions for operatives, providing improved facilities. These improvements strengthen overall service delivery for the in-house maintenance team.

### Cost Analysis

- Salary Costs
- Tools and Equipment
- Materials and Spares
- Systems Salary Costs

To ensure salaries would be in line with industry standards, three specialist recruiters were approached and asked to provide estimated salary costs for the roles that would be hired. Below is a list of associated costs for the first year of hiring and the estimated ongoing annual costs. These costs may be subject to slight change, dependent on TUPE or other market conditions.

PARTICULARS	VACANCIES									
	Commercial Plumber	Commercial Electrician	Carpenter	Multi Trader x3	Apprentice Plumber	Apprentice Electrician	Planner	Business Support Officer	Repairs Supervisor	ICT support officer (6 months consultant)
Hourly Wage	£ 24.18	£ 25.64	£ 21.98	£ 22.71	£ 13.74	£ 12.09	£ 16.12	£ 16.12	£ 28.75	£ 42.86
Gross Salary	£ 44,000.00	£ 46,666.67	£ 40,000.00	£ 41,333.33	£ 25,000.00	£ 22,000.00	£ 29,333.33	£ 29,333.33	£ 52,333.33	£ 78,000.00
Employer National Insurance Cost	£ 5,850.00	£ 6,250.00	£ 5,250.00	£ 5,450.00	£ 3,000.00	£ 2,550.00	£ 3,650.00	£ 3,650.00	£ 7,100.00	
Employer pension Contribution	£ 9,240.00	£ 9,800.00	£ 8,400.00	£ 8,680.00	£ 5,250.00	£ 4,620.00	£ 6,160.00	£ 6,160.00	£ 10,990.00	
Recruitment agency cost	£ 6,600.00	£ 7,000.00	£ 6,000.00	£ 6,200.00	£ 3,750.00	£ 3,300.00	£ 4,400.00	£ 4,400.00	£ 7,850.00	£ 11,700.00
Holiday Pay (excluded from final costs)	£ 4,869.57	£ 5,164.69	£ 4,426.88	£ 4,574.44	£ 2,766.80	£ 2,434.78	£ 3,246.38	£ 3,246.38	£ 5,791.83	
Training cost & Overheads	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	
<b>Total Hiring Cost</b>	<b>£ 74,059.57</b>	<b>£ 78,381.36</b>	<b>£ 67,576.88</b>	<b>£ 209,213.32</b>	<b>£ 43,266.80</b>	<b>£ 38,404.78</b>	<b>£ 50,289.71</b>	<b>£ 50,289.70</b>	<b>£ 87,565.16</b>	<b>£ 44,850.00</b>
<b>Total Hiring cost for all posts</b>	<b>£743,897.28</b>									
<b>Ongoing Costs</b>	<b>£65,709.57</b>	<b>£69,631.36</b>	<b>£59,826.88</b>	<b>£185,363.32</b>	<b>£37,766.80</b>	<b>£33,354.78</b>	<b>£44,139.71</b>	<b>£44,139.71</b>	<b>£77,965.16</b>	
<b>Total Ongoing cost for all posts</b>	<b>£617,897.28</b>									

\*Expected to increase around 2.5% per annum

### Tools and Equipment

One key area of consideration is issuing employer-owned standardised tool kits instead of expecting operatives to supply their own. Firstly, it is a useful recruitment tool, as fewer than 15% of Facilities Management employers provide full tool kits, making the CoL more attractive as an employer. This is particularly important to apprentices, where being able to afford tools is a huge barrier to entry. Additionally, it would give better auditable calibration schedules, PAT records, and PUWER documentation. It would also give more flexibility and operational continuity, as matching cordless platforms would mean that batteries, chargers, and spares would be interchangeable across the team.



Initial outlay costs would be relatively high, but would set a benchmark of readiness on day one. Some argue that tradespeople take care of tools they own and pay for. However, it is considered that breakage and theft correlate more with storage and tracking than ownership. Asset tagging, accountability, and implementing a system whereby breakage through negligence meant that operatives would need to replace the item would mitigate this. Any tools purchased by the City will be left on site in the event an operative were to leave. Any missing items would be recharged.

Year	Plumber	Electrician	Carpenter / Multi-Trader x4	Apprentices x 2	Total	Notes
1	£2,500	£2,500	£15,000	£1,250	<b>£21,250</b>	Full Kit issue including specialist tools for plumber and electrician
2	£400	£200	£3,000	£1,250	<b>£4,850</b>	Recurring PPE, calibration and hand tool attrition.
3	£500	£300	£3,500	£600	<b>£4,900</b>	Recurring PPE, calibration, and hand tool attrition, plus replacement of batteries for cordless tools
4	£500	£300	£5,000	£800	<b>£6,600</b>	Recurring PPE, calibration, and hand tool attrition, plus replacement of some shared assets (ladders, tool caddies etc)
5	£2,750	£2,750	£16,500	£1,250	<b>£23,250</b>	Five – year overhaul. All the above if necessary

### Materials and Spares

Chigwell have been on site since April 1st, 2025. Their expenditure on materials is reportedly roughly £6,000 a month. This is expected to increase in winter by roughly 30%, so the estimated annual expenditure on materials is £7,800. The figures below have been adjusted for inflation based on BCIS figures.

Year	Costs
<b>1</b>	£ 93,600.00
<b>2</b>	£ 97,718.40
<b>3</b>	£ 101,529.42
<b>4</b>	£ 104,981.42
<b>5</b>	£ 108,655.77
<b>Estimated 5-year costs</b>	£ 506,485.00

### Works Management Systems

The options for the works management systems were considered earlier in this paper. The costs have also been considered. Some costs are not available from the supplier's website, and so other sources have been used. (Prices based on 20 users). Some costs are estimated, based on reasonable day rates and using market standard implementation timelines.





	Civica Mobile Workforce	ROCC Core	MRI Repairs (AccuServ)	Esuasive (D365)	EVO*
<b>Set up Fees</b>	£ 66,272.00	£ -	£ 25,000.00	£ 28,000.00	£ -
<b>Process/ workflow customisation</b>		£ 17,000.00	£ 17,000.00	£ 17,000.00	£ 17,000.00
<b>Integration Fees (Civica and CBIS)</b>		£ 35,000.00	£ 35,000.00	£ 35,000.00	£ 35,000.00
<b>Annual fees</b>	£ 38,328.00	£ 34,200.00	£ 74,690.00	£ 5,760.00	£ 57,137.00
<b>Estimated 5-year costs</b>	£ 219,584.00	£ 257,200.00	£ 525,140.00	£ 114,560.00	£ 394,822.00

\*EVO charges per job, not per user. Based on 2024-2025 repairs data

Based on the above, Civica CX Mobile Workforce is a very competitive price.

#### Final 5-year estimate

	Salaries	Tools and Equipment	Materials	Systems	Specialist Works / Risk Contingency	Annual Audit	Total
<b>Year 1 (Mobilisation)</b>	£ 743,897.28	£ 21,250.00	£ 93,600.00	£ 66,272.00	£ 200,000.00	£ 4,400.00	£ 1,129,419.28
<b>Year 2</b>	£ 617,897.28	£ 4,850.00	£ 97,718.00	£ 38,328.00	£ 150,000.00	£ 1,875.00	£ 910,668.28
<b>Year 3</b>	£ 633,344.71	£ 4,900.00	£ 101,529.00	£ 38,328.00	£ 155,850.00	£ 1,875.00	£ 935,826.71
<b>Year 4</b>	£ 649,178.33	£ 6,600.00	£ 104,981.00	£ 38,328.00	£ 161,148.90	£ 3,500.00	£ 963,736.23
<b>Year 5</b>	£ 665,407.79	£ 23,250.00	£ 108,656.00	£ 38,328.00	£ 166,789.11	£ 1,875.00	£ 1,004,305.90
<b>Total 5-year costs</b>	£ 3,309,725.39	£ 60,850.00	£ 506,484.00	£ 219,584.00	£ 833,788.01	£ 13,525.00	£ 4,943,956.41
Chigwell Contract Value							£ 5,470,000.00
5 Year Saving							£ 526,043.59

## Risk Register

Risk Category	Risk	Likelihood	Impact	Mitigation	Owner
Service Continuity	Loss of service during transition.	Medium	High	Clear implementation timelines and plans Strong business continuity plan Backed up by an emergency contractor (Elkins)	Contracts Manager
HR / TUPE	TUPE dispute, challenge, or staff refusing transfer	Medium	High	Early legal review Formal consultation Constant consultation with HR Transparency	Contracts Manager / HR Business Partner
HR / TUPE	Post transfer staff attrition / skills mismatch	Low	Medium	Operative buy in Incentivisation / Learning and Development Future proofing. Bringing in apprentices Recruitment contingency plans	Contracts Manager / Repairs Supervisor
Supply Chain	Delays in sourcing critical spares or materials	Medium	High	Critical Spares List Buying contractors critical spares Pre-start stock take to identify gaps. Supply chain set up prestart Secondary & tertiary suppliers	Contracts Manager / Repairs Supervisor
Cost Control	Cost overspends vs business-case estimates	Medium	Medium	Monthly cost-tracking dashboard Quarterly forecasting	Contracts Manager / Service Charge Manager
Cost Control	Inflationary pressure on labour and materials	Low	Medium	Multi year framework pricing & early forecasting Yearly benchmarking Strong procurement strategy	Contracts Manager / Service Charge Manager
Resident Relations	Resident dissatisfaction will impact resident relationships with the BEO	Medium	High	Resident engagement plan KPI reporting Continuous feedback and improvement loop	Contracts Manager / Head of Resident Services
Culture Control	Resident dissatisfaction leads to breakdown in local trust, higher complaints, and operational pressure on frontline staff.	Medium	Medium	Expectation setting Cultural induction Performance-linked probation Team building & Bringing employees on the Journey	Contracts Manager / Repairs Supervisor
Technology	Failure of Civica system integration or underperformance	Medium	High	System stress testing Manual fallback procedures / continuity plans Dedicated ICT support Quarterly data audits	ICT Lead / Contracts Manager



Health and Safety / Compliance	H&S breach or compliance failing resulting from inadequate training.	Low	High	Site-specific induction Full suite of H&S training. Site-specific RAMS completion Monthly H&S audits including external Compliance monitoring	Head of H&S / Repairs Supervisor
Health and Safety	Failure to identify relevant H&S requirements	Low	High	Meet with Head of Health and Safety for DCCS Review CoL H&S policy to ensure we're fully adhering to requirements	Head of H&S / Contracts Manager
Labour Market Volatility	Wage inflation, recruitment difficulties.	Medium	Medium	Benchmark pay to ensure competitiveness Annual staff surveys. Backed up by specialist recruitment consultant	HR Business Partner / Contracts Manager
Legal / Insurance Exposure	Liability exposure from becoming direct employer	Low	High	Legal risk review Confirm all insurances are in place and adequate. Compliance is continually reviewed	Insurance Teams, Legal Teams, and Contracts Manager
Strategic Failure	Long term failure to meet performance goals or justify insourcing.	Low	High	First year continuous monitoring. Annual External audit & resident survey KPI-driven performance monitoring, with minimum performance triggering actions. Exit strategy	Contracts Manager / Delivery Board
Listed Building Consent	Failure to comply with LBC requirements or heritage regulations.	Low	High	Pre-works planning process All staff to be given guidance and training on heritage requirements. All proposed changes to be reviewed by BEO technical staff for heritage alignment Keep a catalogue of approved materials / approved suppliers	Contracts Manager
Delays in Sourcing Spares and Materials due to Payment Processing Times	Slow payment of supplier invoices may result in suppliers withholding goods or delaying fulfilment of orders, which could impact service delivery times and completion of repairs.	Low	High	Monthly suppliers check ins Regular reconciliation between BEO and Accounts Payable Clear payment terms with suppliers Civica process to be ready day one.	Contracts Manager / Repairs Supervisor



## **Pre-start Assurances**

### **Business Continuity Plan**

A business continuity plan will be developed and in place to address immediate, short-term risks that impact our ability to deliver day-to-day functions. It will include a risk register along with continuity actions to ensure we can continue to function. All staff will be fully briefed on the BCP, and drills will be done to ensure day one readiness. This will include:

- Workforce Disruption
- Systems Failures
- Communications Failures
- Premises / Welfare Disruption
- Stock and Tools Issues
- Weather and Environmental Disruption

### **Repairs Policy and Process Map**

A full repairs policy with repair workflow will be prepared and shared with residents to ensure that all residents are confident on how to report a repair and the process from report to completion. This will include post-inspection and customer satisfaction. This is to ensure that residents and staff fully understand what is expected how to escalate if something is not going to plan and will be provided before go-live.

### **Procurement Policy and Process Map**

A full procurement policy will be developed in line with the relevant colleagues to ensure we are purchasing materials and tools through a controlled and compliant process that demonstrates value for money and is operationally ready. We will confirm all sourcing routes, supply chain agreements, and specifications align with City policies, legislative requirements, and service delivery needs. This will mitigate risks of supply delays, cost overruns, or potential delays from delayed payment.

### **Civica Implementation Roadmap**

By the time this paper goes to RCC and BRC, the BEO will have a full timeline of delivery for the Civica system, along with roles and responsibilities and a risk register.

### **Condition Survey**

To ensure any issues with assets are documented and picked up prior to In-house model beginning and give assurances on assets that are currently compliant and in good working order. This will also assist in further PPM activities which this team can facilitate.



## Health and Safety File & Induction Pack

Site-specific induction will be conducted, with necessary H&S training (asbestos, confined spaces, working at height etc). A RAMS library and COSHH register will be completed. Work to make the welfare area fully compliant will be undertaken, if required.

## Communication and Escalation Protocol

Clear communication will be provided to residents and stakeholders, including clear escalation and ownership details. A mechanism for feedback will be provided, particularly in the early stages of this process.

## Commitment to Quarterly internal and Annual external ISO 9001 audit

Audits will be undertaken to ensure that the in-house teams' processes meet a appropriate standard. This will provide objective assurance and a defensible, audit-backed statement that can be relied upon.

## KPI and SLA assurances

The Service Level Agreements and Key Performance Indicator targets within the leases will be reviewed to ensure that these targets are met or exceeded.

A suite of KPIs will be developed with this team to ensure tracking of:

- Service Delivery (productivity & quality)
- Spend
- Resident satisfaction
- These will need to be broken out further.

## Exit Strategy

Whilst there is strong confidence that the insourcing model will enhance service delivery for residents, we have a contingency plan should the model not meet expectations.

In such an event, the fallback strategy would involve the re-procurement of a fully outsourced model. Existing tender documentation could expedite this process, though updates would be required to align with the revised scope and current market conditions. A new, bespoke schedule of rates, developed in collaboration with a Quantity Surveyor, is advised.

The estimated timeframe for procurement and mobilisation is 12–18 months. During this period, service continuity could be maintained either by continuing the in-house model (with improvements), or via the Lot 3 Repairs and Maintenance contractor (Elkins), subject to confirmation of capacity and terms.



A structured review mechanism will be introduced to assess performance and trigger fallback activation if necessary.

### **Delivery Board**

To ensure oversight and accountability, a Delivery Board will be established. This board will provide structured governance throughout the planning and mobilisation of the in-house team to ensure delivery in line with KPIs, financial integrity, and resident satisfaction.

The delivery board will meet monthly and will include:

- Head of Property Services
- Contracts Manager
- Service Charge Manager
- Resident Representative (x5)
- Ad Hoc subject matter experts or senior officers

The board's remit will include:

- Reviewing performance against KPIs and SLAs
- Monitor budget and cost control.
- Track resident satisfaction.
- Overseeing risk, compliance, and health and safety

### **In House Maintenance Team – Task and Finish Group Terms of Reference**

The Task and Finish Group (TFG) has been established to support the successful mobilisation of the In-House Maintenance Team. The group will provide structured resident consultation, monitor progress against agreed deliverables, and identify areas for improvement. The group will act as a non-decision-making body, informing and advising the BEO. It will ensure that delivery remains aligned with KPIs and SLAs, financial integrity, compliance obligations, and resident expectations.

### **Objectives**

- Provide a forum for residents to share feedback and raise concerns related to the mobilisation and delivery of the In-House Maintenance Team.
- Monitor progress against mobilisation milestones, KPIs, and SLAs.
- Review budget adherence during mobilisation and delivery to support cost transparency and value for money.
- Oversee key risks to delivery and ensure these are appropriately recorded and mitigated.
- Keep an ongoing record of all actions taken to support continuous improvement. Detailing solutions implemented and improvements achieved.



- Prepare a final report that consolidates the work of the group, detailing completed actions and outcomes to be made available to residents.

### Scope

The TFG does not have decision making authority. It will focus on:

- Receiving performance, financial position, risk profile, and resident satisfaction updates
- Reviewing operational data, such as repairs data, productivity data, and any complaints.
- Monitoring communications and resident engagement to ensure timely and clear information is provided.
- Raising concerns from residents to relevant officers for formal review or action
- Tracking risks and mitigations associated with service delivery.
- Identifying improvement opportunities, based on lived resident experience.

### Limitations of the scope:

- The Board will not manage day-to-day operations, staffing decisions, wider contract management, or direct financial authorisations.
- The Board will not adjudicate individual service complaints or intervene in ongoing casework. These should be routed through existing service channels.

### Membership

The TFG will comprise BEO officers and resident representatives, ensuring a balance of technical, strategic, and end-user perspectives.

- Chair – Head of Property Services
- Operational Lead – Contracts Manager
- Financial Oversight – Service Charge Manager
- Resident Engagement – 5 x Resident Representatives (from different blocks across the estate).

Subject matter experts (e.g. ICT, H&S, HR) or senior officers (Director of Property and Estate Management) may attend on an ad hoc basis as required.

### Meetings and Reporting

- The group will meet quarterly.
- Meeting agendas will be circulated at least five working days in advance.
- Summary notes will be shared with the wider resident community via House Groups and the Barbican Estate Office.
- Key concerns raised will be formally recorded and communicated to the BEO for response and potential action.



### Responsibilities and Conduct

- Members will act as a conduit for resident concerns while recognising the consultative nature of the group.
- Discussions will remain constructive and focused on solutions not operational detail.
- Members will respect confidentiality where required and ensure that information is communicated accurately to residents.
- The regularity of comms to all residents is to be continually reviewed and increased/decreased at the discretion of the group depending on which phase of the mobilisation or delivery we are in.

### Review and Closure

- The effectiveness of the group will be reviewed periodically by the BEO.
- Terms of Reference may be revised by the Chair in consultation with the TFG, based on evolving needs and delivery phase.
- The group will remain in place for the duration of the mobilisation, and for one year after to monitor the first year of delivery, and will be disbanded upon conclusion of the first-year external audit and final report.
- Supervision will return to business as usual with the Director reporting to the reporting committee.

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





## Implementation Timeline

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26
Business Case Development & Agreement														
Contract Close Out														
HR & TUPE														
Asset Verification / Condition Survey														
System Build / IT Readiness														
H&S Mobilisation														
Go-Live														
Stabilisation														
Post-Implementation Internal Audit														
External Audit*														

External audit to be concluded annually in March from 2027 in line with Resident Repair Survey

<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 1 September 2025 15 September 2025
<b>Subject:</b> Appointment of Expert Witness	<b>Public</b>
<b>This proposal:</b>	To appoint Hawkins as the forensic Architect (expert witness) to review BJH as per the previously agreed scope.
<b>If so, how much?</b>	£86,350 + VAT
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	City Fund
<b>Report of:</b> The Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Daniel Sanders – Director of Property & Estate Management	

## Summary

It has been agreed that an Expert Witness will be appointed by the CoLC to determine liability and magnitude of costs related to the rectification of the problems with the fabric of Ben Jonson House.

Following tender evaluations this report recommends proceeding with Hawkins as per the tender award form (attached as appendix).

## Recommendation

Members are asked to:

- Note the contents of this report.
- Approve the appointment of Hawkins to deliver this work.

## Main Report

The City of London Corporation (CoLC) proposes to appoint Hawkins as the forensic architect (Expert Witness/Determination provider) to assess liability and quantify the costs associated with rectifying defects in the fabric of Ben Jonson House.

### Purpose:

To obtain an independent expert determination on responsibility for building defects and the scale of associated costs, providing a basis for resolution and future actions.

## **Tender Process:**

Five firms were invited to tender (Expert Architect Studio, HKA, Hawkins, Ridge, JS Held). One (JS Held) was excluded for non-compliance. Four were evaluated by a panel.

Evaluation included technical submissions, interviews, and pricing. Hawkins achieved the highest overall score (86%), excelling across technical, price, and interview categories.

## **Contract Award:**

- Recommended provider: **Hawkins**
- Cost: **£86,350 + VAT** (below the pre-tender budget of £100,000)
- Duration: **2 months**
- Funding: To be met as a landlord cost from the **City Fund** (CoLC).

This secures the most competitively priced and highest-rated submission. Provides independent, authoritative expertise to support dispute resolution. Aligns with prior commitments made to Barbican residents and Hawkins has committed to responsible procurement and delivering social value through their operations.

## **Funding Strategy**

The funding for this work has been agreed as a landlord cost and as such will be funded by the City Fund.

## **Appendices**

Appendix 1 – PT8 Tender Award.

Appendix 2 – Previous commitment to residents.

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

**Daniel Sanders – Director of Property and Estate Management**

## PT8 - Tender Award Report

This document is used to summarise the procurement process



<b>Report Title</b>	<b>Expert Witness/Determination Appointment – Ben Jonson House, Barbican Estate</b>
<b>Report Author</b>	<b>Eoin Doyle</b>
<b>Report Date</b>	15/08/2025
<b>Procurement Reference</b>	D.A.

<b>Key Area</b>	<b>Outcome</b>
<b>Purpose of Report</b>	To seek approval for the recommended award of contract for the Expert Witness/Determination on Ben Jonson House, Barbican Estate to Hawkins
<b>Tender Process</b>	Selected Tender
<b>Proposed Provider</b>	<b>Hawkins</b>
<b>Cost (inc. VAT)</b>	£86,350
<b>Potential Risks</b>	Potential failure to make a conclusive decision on questions raised in the ITT Brief

### Detailed Summary

#### 1. Summary

Details of what needs to be approved, and a list of key areas covered by the report

The purpose of this report is to recommend a contractor to undertake the work of providing Expert Witness/Determination to Ben Jonson House on the Barbican Estate. This report will include the proposed contractor and recommendations, evaluation summary, savings, lessons learnt and contract management arrangements.

#### 2. Recommendations

Details of who the contract is to be awarded to, proposed contract term, extensions and other relevant details

The recommendation is to award the contract to Hawkins for a price of £86,350.00 for a contract duration of 2 months.

#### 3. Current Service Provision

Details of current supplier, contract arrangements, expiry dates and potential exit issues.

**None.**

#### 4. Evaluation Summary

Overview of the tender process including SQ and ITT outcomes; evaluation criteria and weighting, evaluation outcomes including overview of the top 3 ranked suppliers.

**Has the proposed supplier agreed to the terms and conditions? YES**

##### 4.1 Tender Evaluation

Tender Evaluation - Expert Witness/Determination						
Tender Submissions	Weighting	Moderation	Expert Arch. Studio	HKA	Hawkins	Ridge
Technical Score (SQ) %	30%	Moderated	16%	24%	24%	14%
Price Score %	30%		22%	14%	30%	26%
Interview Score %	40%	Moderated	16%	20%	32%	28%
<b>Total Score</b>	<b>100%</b>		<b>54%</b>	<b>58%</b>	<b>86%</b>	<b>68%</b>
<b>Ranking</b>			<b>4</b>	<b>3</b>	<b>1</b>	<b>2</b>
<b>Price</b>			<b>£117,288</b>	<b>£182,382</b>	<b>£86,350</b>	<b>£100,687</b>

Tender documents were issued to five selected consultancy firms on the 4<sup>th</sup> July 2025, listed as follows:

1. Expert Architect Studio
2. HKA
3. Hawkins
4. Ridge
5. JS Held

All tenders were returned on the 28<sup>th</sup> of July 2025 by the tenderers listed above. The Tender evaluation panel consisted of six persons; three Barbican Leaseholders and three Barbican estate staff participated in the evaluation process. The technical responses (SQ) and Interviews were evaluated, scored and moderated by the tender evaluation panel. The evaluation and moderation of the technical responses took place on the 11<sup>th</sup> August 2025 and the Interview of prospective consultancy firms was held all day on the 13<sup>th</sup> August 2025.

JS Held was excluded from the tender evaluation process because their tender was deemed to be non-compliant on the grounds that the conditions of the tender brief had not been satisfied. All the other tender submissions proceeded to tender evaluation and moderation. Following the tender evaluations, the tender submissions were ranked as follows:

1. Hawkins (86%)
2. Ridge (68%)
3. HKA (58%)
4. Expert Architects Studio (54%)

The Hawkins tender submission has achieved the highest score and was fully compliant in terms of price, programme and achieving the requirements of the tender brief. We have no hesitation in recommending the acceptance of their tender.

**5. Savings, efficiencies and benefits**

Pricing overview, including cost type (fixed cost, schedule of rates etc) and cashable and non-cashable savings achieved.

Agreed Pre-tender Baseline:	£100,000.00	Contract Cost:	£86,350
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Eoin Doyle  
 Head of Property Services  
[Eoin.Doyle@cityoflondon.gov.uk](mailto:Eoin.Doyle@cityoflondon.gov.uk)

**6. Lessons Learnt**

Premarket engagement is essential to receive a suitable number of tenders to the Tender exercise.

**7. Contract Management Plan**

Details of persons managing the contract covering roles and responsibilities of individual staff.

Eoin Doyle  
[Eoin.Doyle@cityoflondon.gov.uk](mailto:Eoin.Doyle@cityoflondon.gov.uk)  
 Head of Property Services

**8. Responsible Procurement**

Details of responsible procurement to be delivered by the contractor, and explain which of the RP Commitments will be included in the contract

The lowest tender has committed to Responsible Procurement and Social Value as part of their commitment to the tender brief. They have committed to being a responsible business, committing to use their spending power to drive positive change through their supply chain activities.

**9. Approval Sign Off****Department project lead**

<b>Name</b>	Eoin Doyle
<b>Position</b>	Head of Property Services – Barbican Estate
<b>Date approved</b>	15 August 2025
<b>Comments</b>	None

**Commercial Service**

<b>Name</b>	
<b>Position</b>	
<b>Date approved</b>	

**9. Appendices**

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## Repairs Charging - Barbican

Dear Leaseholders,

### WITHOUT PREJUDICE

#### Repairs Charging Note - Barbican Estate Service Charge

I am writing to confirm the City of London's commitment to addressing maintenance and practice failures that have affected the Barbican Estate in the past and to making a genuine attempt to settle any disputes with leaseholders arising out of those issues.

We acknowledge the concerns raised by resident representatives and groups and trust that you are already seeing improvements in management and accountability, we fully acknowledge we still have a long way to go.

We are currently evaluating, without prejudice, several areas for potential rebate, specifically where the root cause of a problem can be attributed to historical failures in maintenance and/or management. These include:

- **Failures to Diagnose:** Situations where repeated callouts were made without identifying and resolving the underlying issue.
- **Delayed Repairs:** Instances where repairs were unreasonably delayed, leading to further inconvenience and/or costs.
- **Incorrectly Charged Repairs:** Repairs that should not have been charged to leaseholders under the terms of the lease.
- **Non-compliance and/or Poor Management:** Cases where repairs arose from non-compliance with building standards or where a lack of management led to avoidable issues.
- **Warranty Failures:** Charges for repairs that should have been covered by warranties, including those where warranties were voided due to poor management practices.

Determining financial impact is also challenging. Calculating the costs for repairs that should have been covered under warranties or estimating potential rebates where issues stem from poor maintenance/management, requires a lot of analysis to ensure fair and accurate outcomes, this may vary in scale between individual houses/blocks. We are suggesting this process will take around 3-6 months.

Thank you for your continued patience and engagement as we work towards resolving these matters in a fair and equitable manner.

Wishing everyone a pleasant weekend.

Best,  
Daniel Sanders  
Assistant Director  
Barbican Estate



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<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 1 September 2025 15 September 2025
<b>Subject:</b> Service Charge Leaseholder Updates	<b>Public</b>
<b>This proposal:</b>	Provide updates on service charge matters to the leaseholders of the Barbican Residential Estate.
<b>If so, how much?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Service Charge
<b>Report of:</b> The Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Daniel Sanders – Director of Property & Estate Management	

## Summary

Leaseholder communications for the 23/24 year-end and the 25/26 budget have been produced as well as general updates around service charge management, recruitment and new system implementation to provide transparency and accountability in our service charge management.

## Recommendation(s)

Members are asked to:

- Note the content of this report.

## Main Report

The finance reports (appended) set out the following:

- 23/24 Estate Wide Budget vs. Actual
- 23/24 Block Budget vs. Expenditure
- 23/24 Variance Narrative
- 25/26 Estate Wide Budget
- 25/26 Block Budget
- Finance Team Updates
- General Finance Updates
- MRI Horizon Update

## **Appendices**

Appendix 1 – Andrews House  
Appendix 2 – Ben Jonson House  
Appendix 3 – Brandon Mews  
Appendix 4 – Breton House  
Appendix 5 – Bryer Court  
Appendix 6 – Bunyan Court  
Appendix 7 – Cromwell Tower  
Appendix 8 – Defoe House  
Appendix 9 – Frobisher Crescent  
Appendix 10 - Gilbert House  
Appendix 11 – John Trundle Court  
Appendix 12 – Lambert Jones Mews  
Appendix 13 – Lauderdale Tower  
Appendix 14 – Mountjoy House  
Appendix 15 – Seddon House  
Appendix 16 – Shakespeare Tower  
Appendix 17 – Speed House  
Appendix 18 – Thomas More House  
Appendix 19 – Willoughby House

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

**Daniel Sanders – Director of Property and Estate Management**

BARBICAN ESTATE OFFICE

# FINANCE REPORT

ANDREWES HOUSE



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& Shruti Sonawane

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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
General Repairs (Exterior)	£0	£1,786,061	£1,786,061
House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)



# Andrewes House Expenditure



For the financial year 2023/24, Andrewes House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£19,047 (18.1% under budget)**

## Communal Heating

**£165,940 (33.7% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

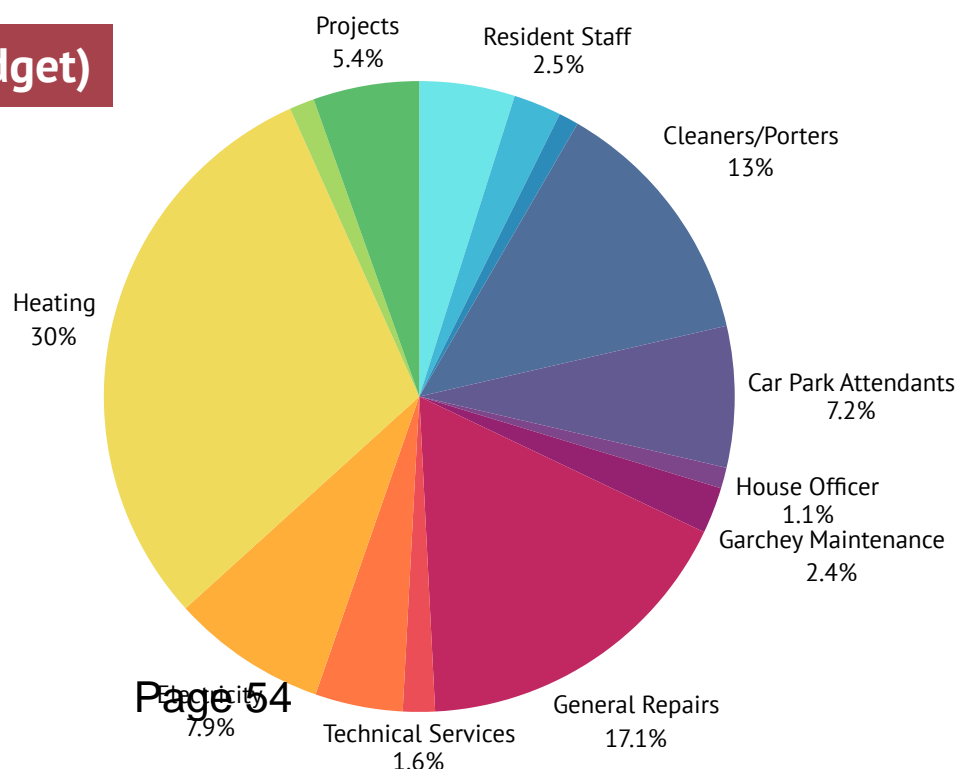
## Cleaners

**-£3,146 (2.3% over budget)**

## Car Park Attendants

**-£9,591 (13.9% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Service Charge Costs 2023/24 ANDREWES HOUSE 192 FLATS (7.34% of Estate Costs)	Actual Costs 2022/23	Actual Costs 2023/24	Actual %	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Andrewes & Proportion of Estate Costs	£49,491	£53,175	£0	£62,217	£55,211
<b>Estate Management</b>					
Resident Staff - Estate%	£25,974	£26,656	£0	£29,665	£28,835
Furniture & Fittings - Andrewes House Cost	£0	£0		£0	£0
Window Cleaning- Andrewes House Contract cost	£8,425	£11,048	£0	£9,678	£12,578
Cleaners/Porters - No of Cleaners for Andrewes House & Estate%	£130,408	£141,574	£0	£138,428	£155,403
Car Park Attendants- Terrace Block %	£71,219	£78,570	£0	£68,979	£75,171
House Officer - Estate%	£11,849	£11,614	£0	£13,401	£10,352
Sub Total	£247,876	£269,461	£0	£260,151	£282,339
<b>Property Management</b>					
Garchey Maintenance - Estate%	£23,215	£25,801	£0	£25,411	£23,583
General Repairs - Andrewes House Cost & Estate%	£297,037	£186,031	£0	£251,034	£267,437
Technical Services - Andrewes House Cost & no of repairs orders	£15,319	£17,812	£0	£16,416	£32,133
Lift Maintenance - Andrewes House Cost	£49,094	£48,852	£0	£49,136	£52,258
Electricity (Common Parts and Lifts) - Andrewes House Cost	£90,656	£86,358	£0	£105,405	£85,499
Heating - Andrewes House Cost	£250,000	£325,892	£0	£491,832	£399,831
Sub Total	£725,320	£690,747	£0	£939,234	£860,740
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£15,097	£13,910	£0	£15,776	£15,080
<b>Total Annually Recurring Items</b>	<b>£1,037,784</b>	<b>£1,027,293</b>	<b>£0</b>	<b>£1,277,378</b>	<b>£1,213,370</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Water Tank Repairs/Replacement - Andrewes House cost	£0	£207		£0	£0
Asset Management/Stock Condition Survey - Andrewes House cost	£5,345	£0		£0	£0
Asbestos Works - Andrewes House cost	£4,507	£8,280		£0	£0
Water Supply Works - Andrewes House cost	£2,825	£2,819		£0	£0
Emergency Lighting - Andrewes House cost	£0	£13,817		£13,900	£0
External Redecorations - Andrewes House cost	£0	£0		£0	£260,609
Electrical Testing - Andrewes House cost	£0	£11,183		£9,165	£0
Replacement Windows & Frames - Andrewes House cost	£15,843	£0		£0	£0
Internal Redecorations - Andrewes House cost	£137,480	£22,744		£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£166,000</b>	<b>£59,049</b>		<b>£23,065</b>	<b>£260,609</b>
<b>TOTAL</b>	<b>£1,203,784</b>	<b>£1,086,342</b>		<b>£1,300,443</b>	<b>£1,473,979</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S. & M. (Estate-wide proportion) DB	£678,914	£540,000	£138,914
S. & M. (Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>

ESTIMATED SERVICE COSTS 2025/26 ANDREWES HOUSE 192 FLATS (7.34% of Estate Costs)	ESTIMATE 2024/25	ESTIMATE 2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Andrewes & Proportion of Estate Costs	£55,211	£109,759
<b>Estate Management</b>		
Resident Staff - Estate%	£28,835	£31,904
Furniture & Fittings - Andrewes Cost	£0	£0
Window Cleaning- Andrewes Contract cost	£12,578	£17,000
Cleaners/Porters - No of Cleaners for Andrewes & Estate%	£155,403	£169,648
Car Park Attendants- Terrace Block %	£75,171	£78,326
House Officer - Estate%	£10,352	£13,133
Sub Total	£282,339	£310,011
<b>Property Management</b>		
Garchey Maintenance - Estate%	£23,583	£23,270
General Repairs - House Cost & Estate%	£267,437	£137,035
Technical Services - Andrewes Cost & no of repairs orders	£32,133	£32,760
Lift Maintenance - Andrewes Cost	£52,258	£63,938
Electricity (Common Parts and Lifts) - Andrewes Cost	£85,499	£86,950
Heating - Andrewes Cost	£399,831	£431,975
Sub Total	£860,740	£775,928
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£15,080	£14,532
<b>Total Annually Recurring Items</b>	£1,213,370	£1,210,230
<b>Non-Annually Recurring Items - Major Works</b>		
External Redecorations - Andrewes House cost	£260,609	£0
Electrical Testing - Andrewes House cost	£0	£0
Emergency Lighting - Andrewes House cost	£0	£0
<b>Total Non-Annually Recurring Items</b>	£260,609	£0
<b>TOTAL</b>	<b>£1,473,979</b>	<b>£1,210,230</b>



# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

## External Annual Audits

We are committed – and legally required – to undertake independent annual external audits of our service charge accounts. This process will begin in early 2026, with the first audits covering the previous year’s accounts. Shortlisting for potential audit firms is already underway, and we will appoint auditors with the expertise and independence needed to give leaseholders full confidence in the integrity of our reporting.

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## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



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BARBICAN ESTATE OFFICE

# FINANCE REPORT

**BEN JONSON HOUSE**



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## Service Charge Management

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This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

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- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

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Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
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Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Ben Jonson House Expenditure



For the financial year 2023/24, Ben Jonson House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£19,047 (18.1% under budget)**

## Communal Heating

**£165,940 (33.7% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

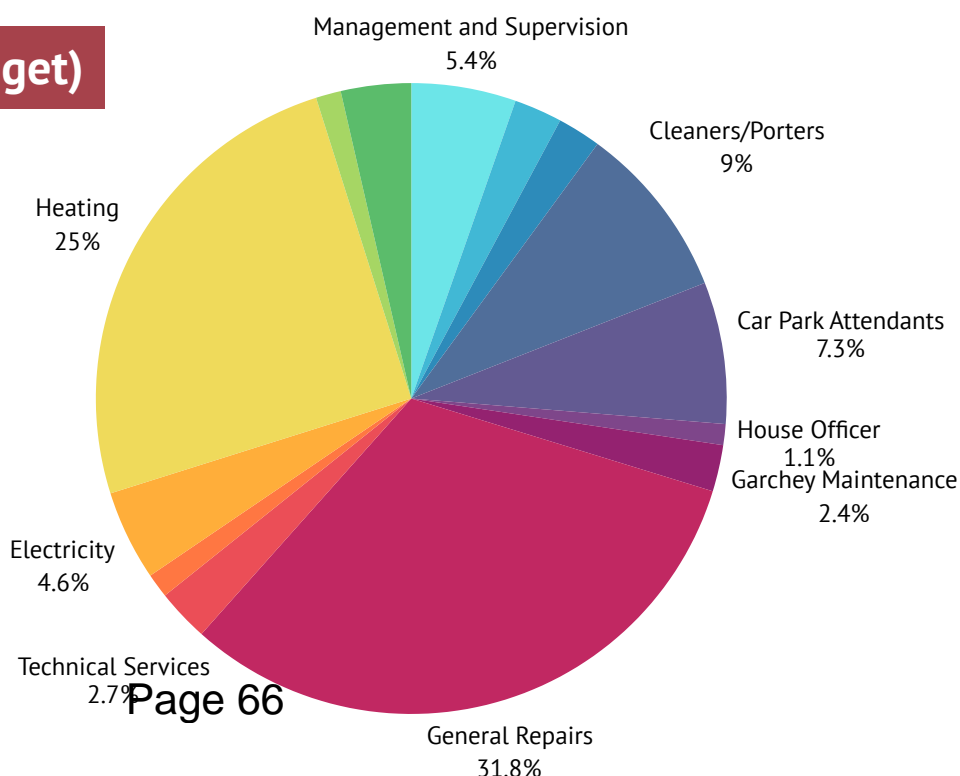
## Cleaners

**-£3,146 (2.3% over budget)**

## Car Park Attendants

**-£9,591 (13.9% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Costs 2023/24 Ben Jonson 204 FLATS (9.02% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Ben Jonson & Proportion of Estate Costs	£53,044	£71,767	£0	£70,985	£63,602
<b>Estate Management</b>					
Resident Staff - Estate%	£31,997	£32,954	£0	£36,455	£35,434
Furniture & Fittings - Ben Jonson House Cost	£0	£0		£0	£0
Window Cleaning- Ben Jonson House Contract cost	£20,780	£29,817	£0	£23,897	£30,678
Cleaners/Porters - No of Cleaners for Ben Jonson House	£110,049	£120,091	£0	£116,675	£130,983
Car Park Attendants- Terrace Block %	£87,788	£97,198	£0	£84,767	£92,376
House Officer - Estate%	£14,597	£14,359	£0	£16,468	£12,721
Sub Total	£265,211	£294,420	£0	£278,262	£302,191
<b>Property Management</b>					
Garchey Maintenance - Estate%	£28,719	£31,919	£0	£31,227	£28,981
General Repairs - Ben Jonson House Cost & Estate%	£369,616	£425,970	£0	£360,594	£386,665
Technical Services - Ben Jonson House & no of repairs orders	£24,406	£35,867	£0	£20,173	£39,488
Lift Maintenance - Ben Jonson House	£16,597	£16,705	£0	£16,814	£17,870
Electricity (Common Parts and Lifts) - Ben Jonson House	£75,185	£61,914	£0	£100,252	£82,318
Heating - Ben Jonson House	£250,000	£334,260	£0	£496,690	£399,753
Sub Total	£764,523	£906,636	£0	£1,025,750	£955,075
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£18,598	£17,197	£0	£19,387	£18,532
<b>Total Annually Recurring Items</b>	<b>£1,101,376</b>	<b>£1,290,020</b>	<b>£0</b>	<b>£1,394,384</b>	<b>£1,339,400</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Asbestos Works - Ben Jonson House cost	£4,726	£6,902		£0	£0
Electrical Testing - Ben Jonson House cost	£0	£0		£0	£0
Emergency Lighting - Ben Jonson House cost	£0	£1,985		£0	£0
Water Tank Repairs/Replacement - Ben Jonson House cost	£0	-£5,772		£0	£0
Asset Management/Stock Condition Survey - Ben Jonson House cost	£6,382	£0		£0	£0
Water Supply Works - Ben Jonson House cost	£5,550	£10,450		£0	£0
External Redecorations - Ben Jonson House cost	£277,566	£24,338		£0	£0
Internal Redecorations - Ben Jonson House cost	£0	£0		£0	£166,881
Replacement Window & Door Frames - Ben Jonson House cost	£120,672	£10,212		£67,100	£0
<b>Total Non-Annually Recurring Items</b>	<b>£414,896</b>	<b>£48,115</b>		<b>£67,100</b>	<b>£166,881</b>
<b>TOTAL</b>	<b>£1,516,272</b>	<b>£1,338,135</b>		<b>£1,461,484</b>	<b>£1,506,281</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S. & M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S. & M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 BEN JONSON HOUSE 204 FLATS (9.02% of Estate Costs)		ESTIMATE 2024/25	ESTIMATE 2025/26
<b>Customer Care</b>		£	£
Costs of Management and Supervision - Ben Jonson & Proportion of Estate Costs		£63,602	£110,917
<b>Estate Management</b>			
Resident Staff - Estate%		£35,434	£39,206
Furniture & Fittings - Ben Jonson Cost		£0	£0
Window Cleaning- Ben Jonson Contract cost		£30,678	£26,000
Cleaners/Porters - No of Cleaners for Ben Jonson & Estate%		£130,983	£142,989
Car Park Attendants- Terrace Block %		£92,376	£96,254
House Officer - Estate%		£12,721	£16,138
Sub Total		£302,191	£320,587
<b>Property Management</b>			
Garchey Maintenance - Estate%		£28,981	£28,596
General Repairs - House Cost & Estate%		£386,665	£168,400
Technical Services - Ben Jonson & no of repairs orders		£39,488	£40,258
Lift Maintenance - Ben Jonson		£17,870	£20,979
Electricity (Common Parts and Lifts) - Ben Jonson		£82,318	£86,025
Heating - Ben Jonson		£399,753	£454,175
Sub Total		£955,075	£798,433
<b>Open Spaces</b>			
Garden Maintenance - Estate %		£18,532	£17,858
<b>Total Annually Recurring Items</b>		<b>£1,339,400</b>	<b>£1,247,796</b>
<b>Non-Annually Recurring Items - Major Works</b>			
Internal Redecorations - Ben Jonson House cost		£166,881	£0
Window Frame Replacement -Ben Jonson House Cost		£0	£0
<b>Total Non-Annually Recurring Items</b>		<b>£166,881</b>	<b>£0</b>
<b>TOTAL</b>		<b>£1,506,281</b>	<b>£1,247,796</b>



# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

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BARBICAN ESTATE OFFICE

# FINANCE REPORT

BRANDON MEWS



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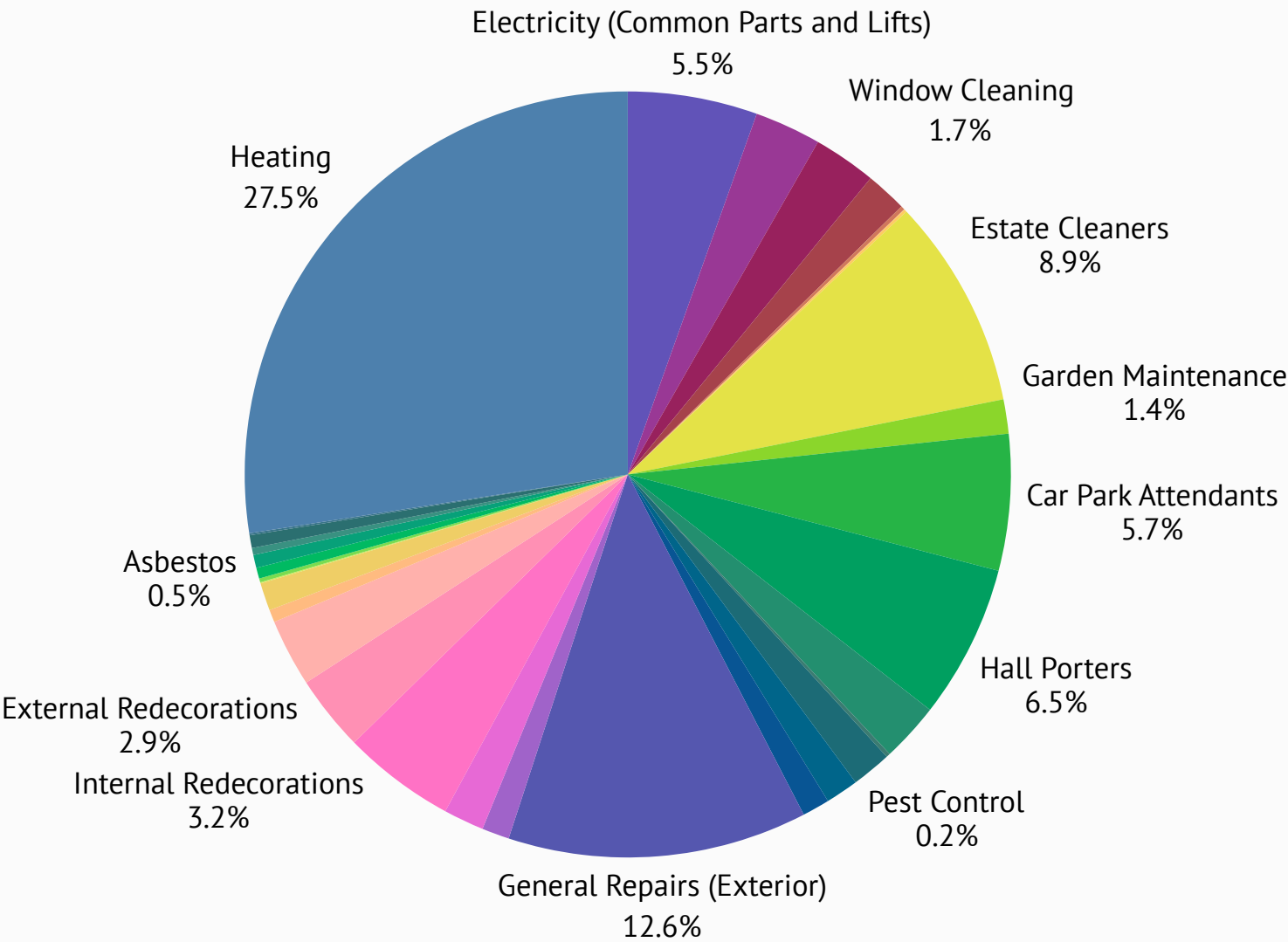


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<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)



# Brandon Mews Expenditure



For the financial year 2023/24, Brandon Mews recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£28 (15.9% under budget)**

## Communal Heating

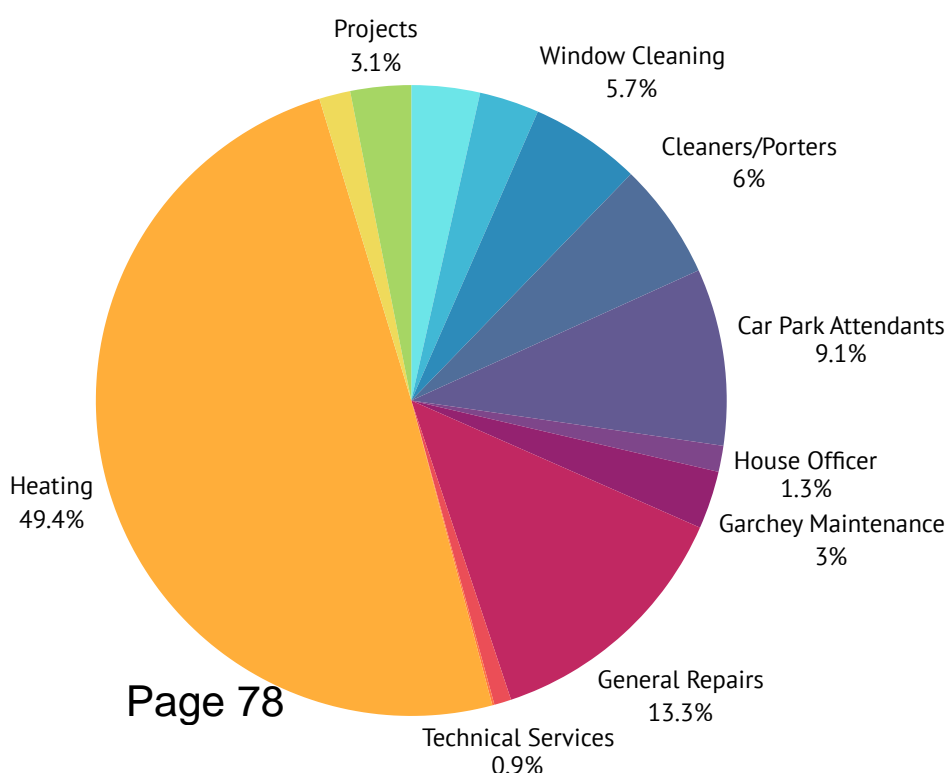
**£20,658 (23.5% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

## Car Park Attendants

**-£1,611 (15% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Brandon Mews 26 Flats (1.14% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Brandon Mews & Proportion of Estate Costs	£3,041	£4,766	£1	£4,716	£4,481
<b>Estate Management</b>					
Resident Staff - Estate%	£4,044	£4,165	£0	£4,607	£4,478
Furniture & Fittings - Brandon Mews Cost	£0	£0	-	£0	£0
Window Cleaning- Brandon Mews Contract cost	£5,896	£7,728	£0	£6,781	£8,705
Cleaners/Porters - No of Cleaners for Brandon Mews	£8,207	£8,114	£0	£8,701	£9,768
Car Park Attendants- Terrace Block %	£11,131	£12,324	£0	£10,713	£11,675
House Officer - Estate%	£1,845	£1,815	£0	£2,081	£1,608
Sub Total	£31,123	£34,146	£0	£32,883	£36,234
<b>Property Management</b>					
Garchey Maintenance - Estate%	£3,630	£4,034	£0	£3,947	£3,663
General Repairs - House Cost & Estate%	£9,103	£18,042	£1	£14,131	£16,563
Technical Services - Brandon Mews & no of repairs orders	£703	£1,191	£1	£2,550	£4,991
Lift Maintenance - Brandon Mews	£0	£0	£0	£0	£0
Electricity (Common Parts and Lifts) - Brandon Mews	£153	£148	£0	£176	£143
Heating - Brandon Mews	£49,000	£67,174	£0	£87,832	£70,766
Sub Total	£62,589	£90,590	£0	£108,636	£96,125
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£2,350	£2,173	£0	£2,450	£2,342
<b>Total Annually Recurring Items</b>	£99,103	£131,674	£0	£148,685	£139,183
<b>Non-Annually Recurring Items - Major Works</b>					
Asset Management/Stock Condition Survey - Brandon Mews cost	£695	£0		£0	£0
Water Supply Works - Brandon Mews cost	£1,675	£3,723		£0	£0
Asbestos Works - Brandon Mews cost	£20	£502		£0	£0
<b>Total Non-Annually Recurring Items</b>	£2,390	£4,224		£0	£0
<b>TOTAL</b>	<b>£101,493</b>	<b>£135,899</b>		<b>£148,685</b>	<b>£139,183</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S. & M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S. & M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>

ESTIMATED SERVICE COSTS 2025/26 Brandon Mews 26 Flats (1.14% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
	£	£
<b>Customer Care</b>		
Costs of Management and Supervision - Brandon Mews & Proportion of Estate Costs	£4,481	£10,842
<b>Estate Management</b>		
Resident Staff - Estate%	£4,478	£4,955
Furniture & Fittings - Brandon Mews Cost	£0	£0
Window Cleaning- Brandon Mews Contract cost	£8,705	£7,000
Cleaners/Porters - No of Cleaners for Brandon Mews & Estate%	£9,768	£10,664
Car Park Attendants- Terrace Block %	£11,675	£12,165
House Officer - Estate%	£1,608	£2,040
Sub Total	£36,234	£36,824
<b>Property Management</b>		
Garchey Maintenance - Estate%	£3,663	£3,614
General Repairs - House Cost & Estate%	£16,563	£19,953
Technical Services - Brandon Mews & no of repairs orders	£4,991	£5,088
Lift Maintenance - Brandon Mews	£0	£0
Electricity (Common Parts and Lifts) - Brandon Mews	£143	£150
Heating - Brandon Mews	£70,766	£86,025
Sub Total	£96,125	£114,830
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£2,342	£2,257
<b>Total Annually Recurring Items</b>	<b>£139,183</b>	<b>£164,753</b>
<b>Non-Annually Recurring Items - Major Works</b>		
External Redecorations - Brandon Mews cost	£25,178	£0
<b>Total Non-Annually Recurring Items</b>	<b>£25,178</b>	<b>£0</b>
<b>TOTAL</b>	<b>£164,361</b>	<b>£164,753</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

## External Annual Audits

We are committed – and legally required – to undertake independent annual external audits of our service charge accounts. This process will begin in early 2026, with the first audits covering the previous year’s accounts. Shortlisting for potential audit firms is already underway, and we will appoint auditors with the expertise and independence needed to give leaseholders full confidence in the integrity of our reporting.

These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.



# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



Just to be clear – our Horizon has absolutely nothing whatsoever to do with the other Horizon you may have read about in the news. This one is firmly rooted in delivering accurate service charge accounting, not in causing any postal headaches!

# Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit [bit.ly/beo-emails](https://bit.ly/beo-emails)



## Key contacts

### **All general enquiries (Barbican Estate Office Reception)**

0207 029 3958

[Barbican.Estate@cityoflondon.gov.uk](mailto:Barbican.Estate@cityoflondon.gov.uk)

### **Report a repair to Property Services**

0207 029 3909 / 020 7029 3953 for Out of Hours Service

[PropertyServices@cityoflondon.gov.uk](mailto:PropertyServices@cityoflondon.gov.uk)

### **Service Charge Queries**

[DCCS-BEO-ServiceCharges@cityoflondon.gov.uk](mailto:DCCS-BEO-ServiceCharges@cityoflondon.gov.uk)



BARBICAN ESTATE OFFICE

# FINANCE REPORT

BRETON HOUSE



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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*

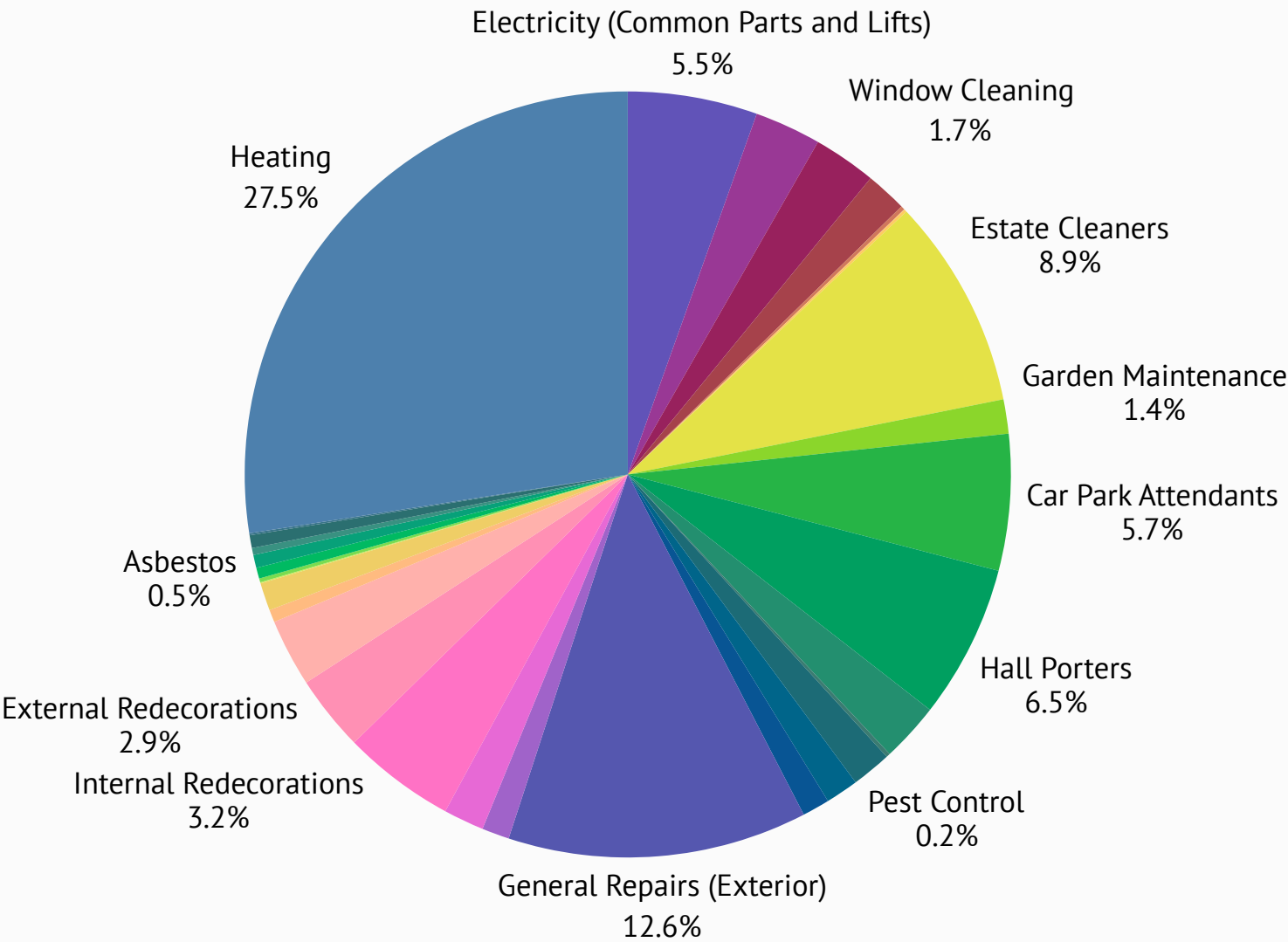


# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
General Repairs (Exterior)	£0	£1,786,061	£1,786,061
House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Breton House Expenditure



For the financial year 2023/24, Breton House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£15,016 (30.9% under budget)**

## Communal Heating

**£45,292 (29.1% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

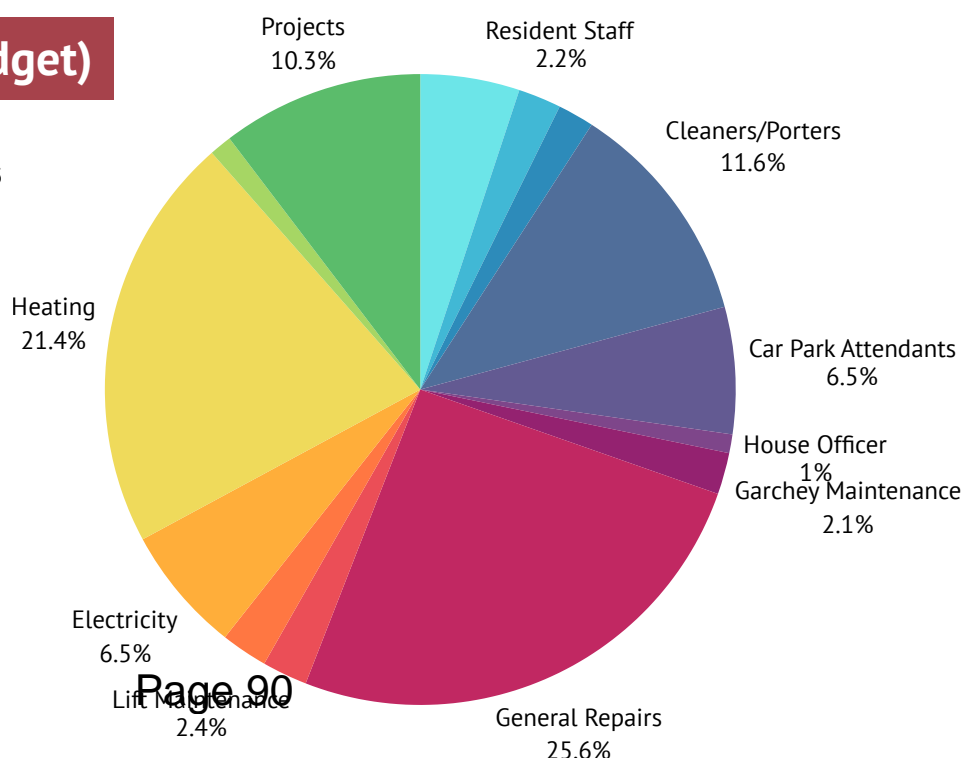
## Cleaners

**£1,511 (2.6% over budget)**

## Car Park Attendants

**£4,321 (14.8% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Breton House 111 Flats (3.11% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
	£	£		£	£
<b>Customer Care</b>					
Costs of Management and Supervision - Breton House & Proportion of Estate Costs	£19,721	£26,249	£0	£25,533	£23,467
<b>Estate Management</b>					
Resident Staff - Estate%	£11,032	£11,362	£0	£12,569	£12,217
Furniture & Fittings - Breton House Cost	£0	£0		£0	£0
Window Cleaning- Breton House Contract cost	£6,702	£9,583	£0	£7,707	£9,894
Cleaners/Porters - No of Cleaners for Breton House & Estate%	£55,211	£60,046	£0	£58,535	£65,713
Car Park Attendants- Terrace Block %	£30,300	£33,548	£0	£29,227	£31,850
House Officer - Estate%	£5,033	£4,951	£0	£5,678	£4,386
Sub Total	£108,278	£119,489	£0	£113,716	£124,060
<b>Property Management</b>					
Garchey Maintenance - Estate%	£9,902	£11,005	£0	£10,767	£9,992
General Repairs - Breton House Cost & Estate%	£115,484	£131,880	£0	£97,997	£115,602
Technical Services - Breton House & no of repairs orders	£6,852	£11,967	£1	£6,955	£13,615
Lift Maintenance - Breton House	£12,336	£12,331	£0	£12,392	£13,187
Electricity (Common Parts and Lifts) - Breton House	£37,320	£33,532	£0	£48,548	£39,426
Heating - Breton House	£75,000	£110,374	£0	£155,666	£122,841
Sub Total	£256,894	£311,090	£0	£332,325	£314,664
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£6,412	£5,929	£0	£6,684	£6,390
<b>Total Annually Recurring Items</b>	<b>£391,305</b>	<b>£462,758</b>	<b>£0</b>	<b>£478,258</b>	<b>£468,580</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Asset Management/Stock Condition Survey - Breton House cost	£2,361	£0		£0	£0
Water Supply Works - Breton House cost	£2,769	£1,895		£0	£0
Asbestos Works - Breton House cost	£1,222	£4,633		£0	£0
Internal Redecorations - Breton House cost	£0	£36,050		£47,672	£0
Electrical Testing - Breton House cost	£1,093	£0		£0	£0
Water Tank Repairs/Replacement - Breton House cost	£0	£213		£0	£0
Replacement Window & Door Frames - Breton House cost	£0	£3,580		£0	£0
External Redecorations - Breton House cost	£56,673	£7,019		£0	£0
Emergency Lighting - Breton House cost	£2,950	£0		£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£67,068</b>	<b>£53,389</b>		<b>£47,672</b>	<b>£0</b>
<b>TOTAL</b>	<b>£458,373</b>	<b>£516,147</b>		<b>£525,930</b>	<b>£468,580</b>

# Estate Wide Budget 2025/26

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Resident Engineers	£404,000	£447,000	-£43,000
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Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
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Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
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Lift Refurbishment	£50,000	£0	£50,000
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ESTIMATED SERVICE COSTS 2025/26 Breton House 111 Flats (3.11% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Breton House & Proportion of Estate Costs	£23,467	£46,869
<b>Estate Management</b>		
Resident Staff - Estate%	£12,217	£13,518
Furniture & Fittings - Breton House Cost	£0	£0
Window Cleaning- Breton House Contract cost	£9,894	£13,000
Cleaners/Porters - No of Cleaners for Breton House & Estate%	£65,713	£71,737
Car Park Attendants- Terrace Block %	£31,850	£33,187
House Officer - Estate%	£4,386	£5,564
Sub Total	£124,060	£137,006
<b>Property Management</b>		
Garchey Maintenance - Estate%	£9,992	£9,859
General Repairs - House Cost & Estate%	£115,602	£58,062
Technical Services - Breton House & no of repairs orders	£13,615	£13,881
Lift Maintenance - Breton House	£13,187	£15,985
Electricity (Common Parts and Lifts) - Breton House	£39,426	£44,400
Heating - Breton House	£122,841	£143,375
Sub Total	£314,664	£285,562
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£6,390	£6,157
<b>Total Annually Recurring Items</b>	<b>£468,580</b>	<b>£475,593</b>
<b>Non-Annually Recurring Items - Major Works</b>		
Internal Redecorations - Breton House Cost	£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£0</b>	<b>£0</b>
<b>TOTAL</b>	<b>£468,580</b>	<b>£475,593</b>

# Ongoing works

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2025/26 and beyond

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This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## **In addition, the system will:**



**Improve accuracy by reducing the potential for manual data entry errors.**



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BARBICAN ESTATE OFFICE

# FINANCE REPORT

BRYER COURT



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## Service Charge Management

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This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
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S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Bryer Court Expenditure



For the financial year 2023/24, Bryer Court recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£8,718 (21.6% under budget)**

## Communal Heating

**£26,833 (29.2% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

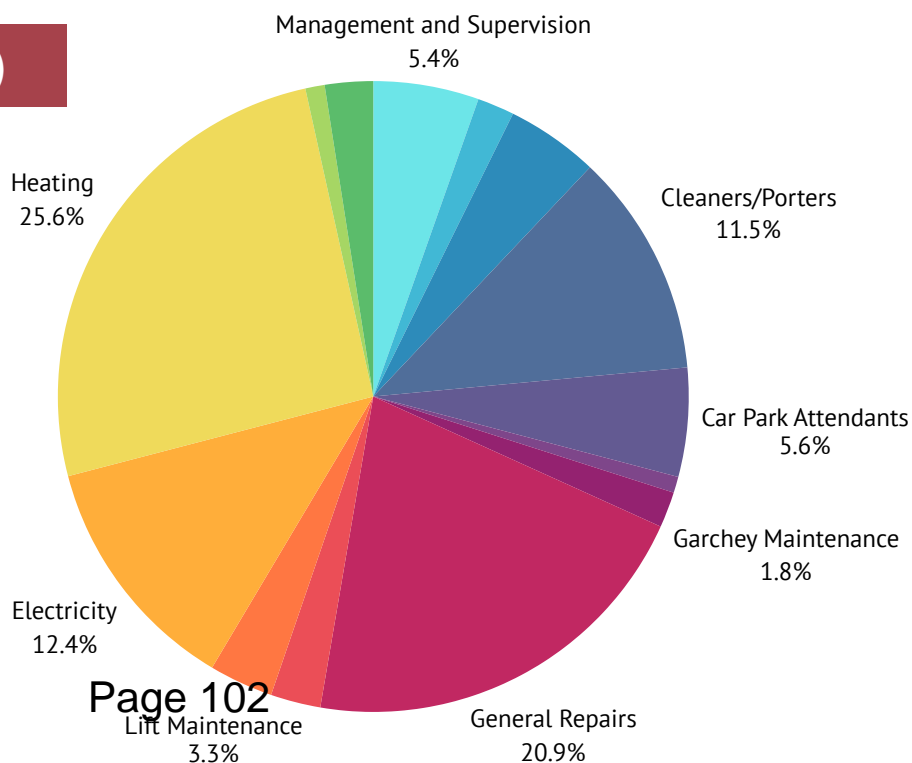
## Cleaners

**-£734 (2.6% over budget)**

## Car Park Attendants

**-£1,796 (14.5% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.





# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Bryer Court 56 Flats ( 1.32% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Bryer Court & Proportion of Estate Costs	£9,074	£13,773	£1	£12,498	£11,412
<b>Estate Management</b>					
Resident Staff - Estate%	£4,682	£4,823	£0	£5,335	£5,185
Furniture & Fittings - Bryer Court Cost	£0	£0	£0	£0	£0
Window Cleaning- Bryer Court Contract cost	£9,039	£12,094	£0	£10,395	£13,345
Cleaners/Porters - No of Cleaners for Bryer Court	£26,859	£29,211	£0	£28,477	£31,969
Car Park Attendants- Terrace Block %	£12,826	£14,201	£0	£12,405	£13,519
House Officer -Estate%	£2,136	£2,101	£0	£2,410	£1,862
Sub Total	£55,542	£62,430	£0	£59,022	£65,879
<b>Property Management</b>					
Garchey Maintenance - Estate%	£4,203	£4,671	£0	£4,570	£4,241
General Repairs - Bryer Court Cost & Estate%	£25,112	£53,274	£1	£26,941	£35,946
Technical Services - Bryer Court & no of repairs orders	£4,751	£6,527	£0	£2,952	£5,779
Lift Maintenance - Bryer Court	£8,254	£8,363	£0	£8,350	£8,938
Electricity (Common Parts and Lifts) - Bryer Court	£36,506	£31,565	£0	£40,283	£32,380
Heating - Bryer Court	£50,000	£65,194	£0	£92,027	£76,602
Sub Total	£128,826	£169,595	£0	£175,123	£163,887
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£2,722	£2,517	£0	£2,837	£2,712
<b>Total Annually Recurring Items</b>	<b>£196,164</b>	<b>£248,315</b>	<b>£0</b>	<b>£249,480</b>	<b>£243,890</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Asset Management/Stock Condition Survey - Bryer Court cost	£1,090	£0		£0	£0
Water Supply Works - Bryer Court cost	£465	£464		£0	£0
Concrete Works - Bryer Court cost	£0	£0		£0	£0
Electrical Testing - Bryer Court cost	£11,572	£0		£0	£0
Redecorations 2020-2025 Programme - Bryer Court cost	£0	£0		£0	£0
Replacement Window & Door Frames - Bryer Court cost	£25,159	£2,545		£0	£0
External Redecorations - Bryer Court cost	£58,527	£2,458		£0	£0
Asbestos Works - Bryer Court cost	£73	£820		£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£96,886</b>	<b>£6,287</b>		<b>£0</b>	<b>£0</b>
<b>TOTAL</b>	<b>£293,050</b>	<b>£254,602</b>		<b>£249,480</b>	<b>£243,890</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>

ESTIMATED SERVICE COSTS 2025/26 Bryer Court 56 Flats ( 1.32% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Bryer Court & Proportion of Estate Costs	£11,412	£23,487
<b>Estate Management</b>		
Resident Staff - Estate%	£5,185	£5,737
Furniture & Fittings - Bryer Court Cost	£0	£0
Window Cleaning- Bryer Court Contract cost	£13,345	£6,000
Cleaners/Porters - No of Cleaners for Bryer Court & Estate%	£31,969	£34,899
Car Park Attendants- Terrace Block %	£13,519	£14,086
House Officer - Estate%	£1,862	£2,362
Sub Total	£65,879	£63,084
<b>Property Management</b>		
Garchey Maintenance - Estate%	£4,241	£4,185
General Repairs - House Cost & Estate%	£35,946	£24,644
Technical Services - Bryer Court & no of repairs orders	£5,779	£5,891
Lift Maintenance - Bryer Court	£8,938	£10,990
Electricity (Common Parts and Lifts) - Bryer Court	£32,380	£30,525
Heating - Bryer Court	£76,602	£85,100
Sub Total	£163,887	£161,335
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£2,712	£2,613
<b>Total Annually Recurring Items</b>	<b>£243,890</b>	<b>£250,519</b>
<b>Non-Annually Recurring Items - Major Works</b>		
<b>Total Non-Annually Recurring Items</b>	<b>£0</b>	<b>£0</b>
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# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

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BARBICAN ESTATE OFFICE

# FINANCE REPORT

BUNYAN COURT





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<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Bunyan Court Expenditure



For the financial year 2023/24, Bunyan Court recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

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## Communal Heating

**£49,018 (29.5% under budget)**

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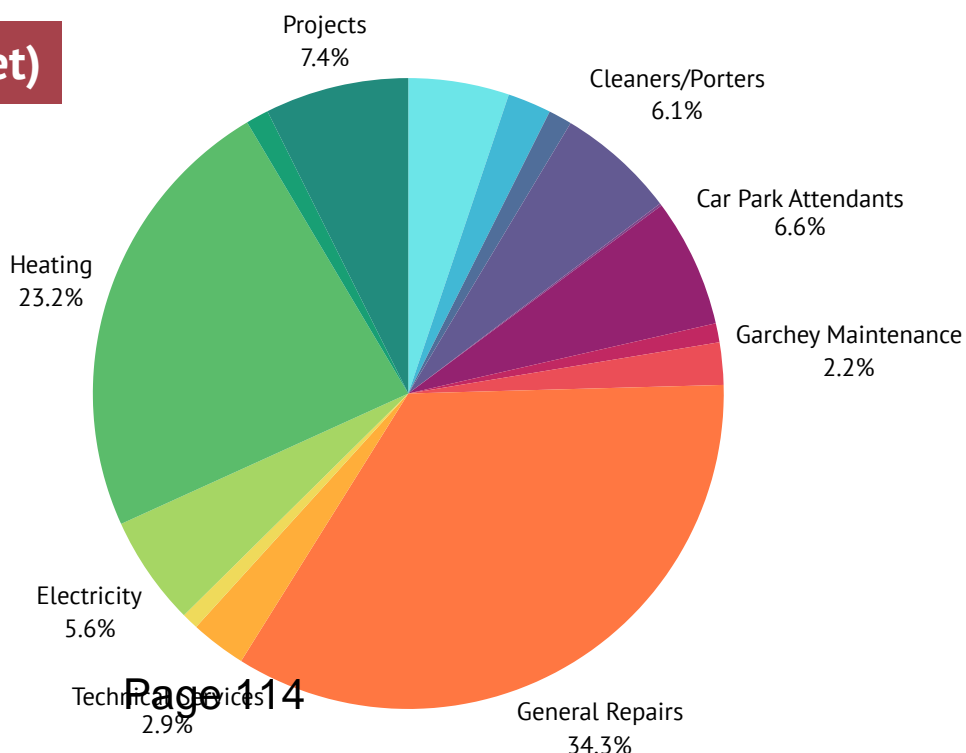
## Cleaners

**-£775 (2.6% over budget)**

## Car Park Attendants

**-£4,244 (14.6% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Bunyan Court 69 Flats (3.09% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Bunyan Court & Proportion of Estate Costs	£19,111	£26,072	£0	£24,048	£19,315
<b>Estate Management</b>					
Resident Staff - Estate%	£10,961	£11,289	£0	£12,489	£12,139
Furniture & Fittings - Bunyan Court Cost	£6,511	-£1,748	£0	£0	£0
Window Cleaning- Bunyan Court Contract cost	£3,948	£6,084	£1	£4,541	£5,829
Cleaners/Porters - No of Cleaners for Bunyan Court	£28,351	£30,834	£0	£30,059	£33,745
Weekend cleaning - Bunyan Court cost	£618	£609	£0	£700	£344
Car Park Attendants- Terrace Block %	£30,061	£33,283	£0	£29,039	£31,645
House Officer - Estate%	£5,000	£4,919	£0	£5,642	£4,358
Sub Total	£85,450	£85,271	£0	£82,470	£88,059
<b>Property Management</b>					
Garchey Maintenance - Estate%	£9,838	£10,935	£0	£10,697	£9,928
General Repairs - Bunyan Court Cost & Estate%	£144,325	£173,286	£0	£133,907	£117,246
Technical Services - Bunyan Court & no of repairs orders	£9,470	£14,395	£1	£6,911	£13,528
Lift Maintenance - Bunyan Court	£4,305	£4,303	£0	£4,364	£4,607
Electricity (Common Parts and Lifts) - Bunyan Court	£28,550	£28,396	£0	£35,153	£27,862
Heating - Bunyan Court	£85,000	£117,368	£0	£166,386	£133,401
Sub Total	£281,488	£348,681	£0	£357,418	£306,573
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£6,371	£5,891	£0	£6,641	£6,349
<b>Total Annually Recurring Items</b>	<b>£392,420</b>	<b>£465,916</b>	<b>£0</b>	<b>£470,577</b>	<b>£420,296</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Asset Management/Stock Condition Survey - Bunyan Court cost	£2,349	£0		£0	£0
Water Tank Repairs/Replacement - Bunyan Court cost	£0	-£2,994		£0	£0
Concrete Works - Bunyan Court cost	£0	£0		£0	£0
Water Supply Works - Bunyan Court cost	£2,189	£1,506		£0	£0
Internal Redecorations - Bunyan Court cost	£0	£29,680		£33,729	£0
Redecorations 2020-2025 Programme - Bunyan Court cost	£0	£0		£0	£0
Replacement Windows & Frames - Bunyan Court cost	£48,993	£6,072		£112,200	£0
External Redecorations - Bunyan Court cost	£98,949	£798		£0	£0
Asbestos Works - Bunyan Court cost	£1,372	£2,140		£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£153,852</b>	<b>£37,203</b>		<b>£145,929</b>	<b>£0</b>
<b>TOTAL</b>	<b>£546,272</b>	<b>£503,118</b>		<b>£616,506</b>	<b>£420,296</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26		
Bunyan Court		
69 Flats (3.09% of estate costs)		
	ESTIMATE	ESTIMATE
	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Bunyan Court & Proportion of Estate Costs	£19,315	£37,183
<b>Estate Management</b>		
Resident Staff - Estate%	£12,139	£13,431
Furniture & Fittings - Bunyan Court Cost	£0	£0
Window Cleaning- Bunyan Court Contract cost	£5,829	£11,000
Cleaners/Porters - No of Cleaners for Bunyan Court & Estate%	£33,745	£36,838
Weekend cleaning - Bunyan Court cost	£344	£0
Car Park Attendants- Terrace Block %	£31,645	£32,974
House Officer - Estate%	£4,358	£5,529
Sub Total	£88,059	£99,772
<b>Property Management</b>		
Garchey Maintenance - Estate%	£9,928	£9,796
General Repairs - House Cost & Estate%	£117,246	£57,689
Technical Services - Bunyan Court & no of repairs orders	£13,528	£13,792
Lift Maintenance - Bunyan Court	£4,607	£4,995
Electricity (Common Parts and Lifts) - Bunyan Court	£27,862	£37,000
Heating - Bunyan Court	£133,401	£158,175
Sub Total	£306,573	£281,447
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£6,349	£6,118
<b>Total Annually Recurring Items</b>	<b>£420,296</b>	<b>£424,521</b>
<b>Non-Annually Recurring Items - Major Works</b>		
Replacement Windows & Frames - Bunyan Court cost	£0	£0
Internal Redecorations - Bunyan Court cost	£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£0</b>	<b>£0</b>
<b>TOTAL</b>	<b>£420,296</b>	<b>£424,521</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

## External Annual Audits

We are committed – and legally required – to undertake independent annual external audits of our service charge accounts. This process will begin in early 2026, with the first audits covering the previous year’s accounts. Shortlisting for potential audit firms is already underway, and we will appoint auditors with the expertise and independence needed to give leaseholders full confidence in the integrity of our reporting.

These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.

# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



Just to be clear – our Horizon has absolutely nothing whatsoever to do with the other Horizon you may have read about in the news. This one is firmly rooted in delivering accurate service charge accounting, not in causing any postal headaches!

# Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit [bit.ly/beo-emails](https://bit.ly/beo-emails)



## Key contacts

### **All general enquiries (Barbican Estate Office Reception)**

0207 029 3958

[Barbican.Estate@cityoflondon.gov.uk](mailto:Barbican.Estate@cityoflondon.gov.uk)

### **Report a repair to Property Services**

0207 029 3909 / 020 7029 3953 for Out of Hours Service

[PropertyServices@cityoflondon.gov.uk](mailto:PropertyServices@cityoflondon.gov.uk)

### **Service Charge Queries**

[DCCS-BEO-ServiceCharges@cityoflondon.gov.uk](mailto:DCCS-BEO-ServiceCharges@cityoflondon.gov.uk)





BARBICAN ESTATE OFFICE

# FINANCE REPORT

CROMWELL TOWER



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& Shruti Sonawane

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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
General Repairs (Exterior)	£0	£1,786,061	£1,786,061
House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Cromwell Tower Expenditure



For the financial year 2023/24, Cromwell Tower recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£36,664 (41.2% under budget)**

## Communal Heating

**£155,739 (31.6% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

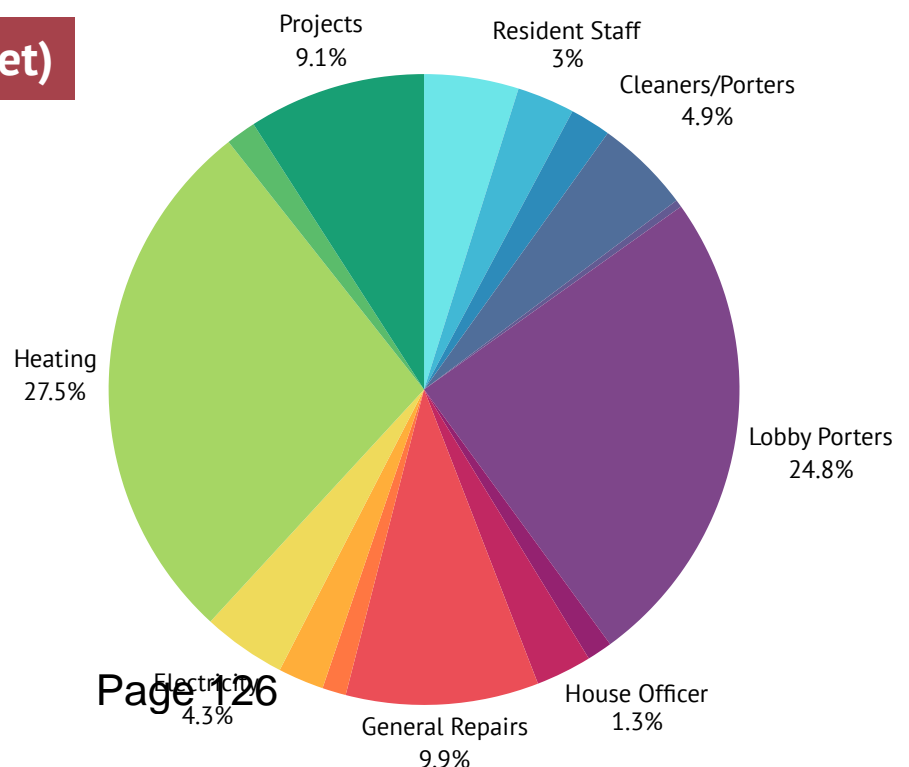
## Cleaners

**–£3,586 (6.4% over budget)**

## Lobby Porters

**–£24,243 (8.7% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Cromwell Tower 111 FLATS (10.06% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Cromwell Tower & Proportion of Estate Costs	£55,150	£59,227	£0	£77,017	£70,546
<b>Estate Management</b>					
Resident Staff - Estate%	£35,124	£36,175	£0	£40,018	£38,898
Furniture & Fittings - Cromwell Tower Cost	£0	£0	-	£8,667	£8,667
Window Cleaning- Cromwell Tower Contract cost	£19,060	£25,646	£0	£21,919	£28,138
Cleaners/Porters - No of Cleaners for Cromwell Tower	£54,284	£59,573	£0	£55,987	£62,852
Weekend cleaning - Cromwell Tower cost	£3,707	£4,718	£0	£5,953	£5,119
Lobby Porters - Tower block %	£279,833	£303,316	£0	£279,073	£295,457
House Officer - Estate%	£16,151	£15,888	£0	£18,222	£14,076
Sub Total	£408,159	£445,316	£0	£429,839	£453,207
<b>Property Management</b>					
Garchey Maintenance - Estate%	£31,526	£35,039	£0	£34,279	£31,814
General Repairs - Cromwell Tower Cost & Estate%	£257,925	£120,839	-£1	£272,359	£321,030
Technical Services - Cromwell Tower & no of repairs orders	£13,496	£14,862	£0	£22,145	£43,347
Lift Maintenance - Cromwell Tower	£28,722	£28,727	£0	£28,659	£31,014
Electricity (Common Parts and Lifts) - Cromwell Tower	£57,824	£52,342	£0	£89,006	£71,181
Heating - Cromwell Tower	£250,000	£336,550	£0	£492,289	£391,764
Sub Total	£639,493	£588,360	£0	£938,737	£890,150
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£20,415	£18,878	£0	£21,281	£20,344
<b>Total Annually Recurring Items</b>	<b>£1,123,217</b>	<b>£1,111,781</b>	<b>£0</b>	<b>£1,466,874</b>	<b>£1,434,247</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Water Tank Repairs/Replacement - Cromwell Tower cost	£0	-£2,498		£0	£0
Asset Management/Stock Condition Survey - Cromwell Tower cost	£6,033	£0		£0	£0
Water Supply Works - Cromwell Tower cost	£8,696	£8,640		£0	£0
Asbestos Works - Cromwell Tower cost	£4,404	£5,055		£0	£0
Electrical Testing - Cromwell Tower cost	£5,600	£0		£0	£0
Lift Refurbishment - Cromwell Tower cost	£2,957	£2,269		£0	£16,667
External Redecorations - Cromwell Tower cost	£204,378	£30,180		£0	£0
Emergency Lighting - Cromwell Tower cost	£0	£7,200		£7,200	£0
Internal Redecorations - Cromwell Tower cost	£0	£60,384		£77,759	£0
<b>Total Non-Annually Recurring Items</b>	<b>£232,068</b>	<b>£111,230</b>		<b>£84,959</b>	<b>£16,667</b>
<b>TOTAL</b>	<b>£1,355,285</b>	<b>£1,223,010</b>		<b>£1,551,833</b>	<b>£1,450,913</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

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Resident Engineers	£404,000	£447,000	-£43,000
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Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
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Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
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Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
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S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 Cromwell Tower 111 FLATS (10.06% of Estate Costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
	£	£
<b>Customer Care</b>		
Costs of Management and Supervision - Cromwell Tower & Proportion of Estate Costs	£71,218	£135,787
<b>Estate Management</b>		
Resident Staff - Estate%	£39,520	£43,726
Furniture & Fittings - Cromwell Tower Cost	£8,667	£8,667
Window Cleaning- Cromwell Tower Contract cost	£28,588	£10,000
Cleaners/Porters - No of Cleaners for Cromwell Tower & Estate%	£63,351	£69,158
Weekend cleaning - Cromwell Tower cost	£5,160	£0
Lobby Porters - Tower block %	£297,802	£305,333
House Officer - Estate%	£14,188	£17,999
Sub Total	£457,276	£454,883
<b>Property Management</b>		
Garchey Maintenance - Estate%	£32,323	£31,893
General Repairs - House Cost & Estate%	£324,263	£187,816
Technical Services - Cromwell Tower & no of repairs orders	£44,041	£44,900
Lift Maintenance - Cromwell Tower	£31,014	£17,985
Electricity (Common Parts and Lifts) - Cromwell Tower	£71,181	£74,000
Heating - Cromwell Tower	£391,764	£465,275
Sub Total	£894,585	£821,869
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£20,669	£19,917
<b>Total Annually Recurring Items</b>	<b>£1,443,747</b>	<b>£1,432,456</b>
<b>Non-Annually Recurring Items - Major Works</b>		
Electrical Testing - Cromwell Tower Cost	£0	£0
Water Tank Repairs/Replacement	£0	£0
Emergency Lighting	£0	£0
Lift Refurbishment	£16,667	£0
Stock Condition Survey - Cromwell Tower Cost	£0	£0
External Redecorations	£0	£0
Internal Redecorations - Cromwell Tower Cost	£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£16,667</b>	<b>£0</b>
<b>TOTAL</b>	<b>£1,460,414</b>	<b>£1,432,456</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

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## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



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BARBICAN ESTATE OFFICE

# FINANCE REPORT

DEFOE HOUSE



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## Service Charge Management

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Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
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Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
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Internal Redecorations	£543,293	£451,561	-£91,732
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Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Defoe House Expenditure



For the financial year 2023/24, Defoe House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£22,161 (26.9% under budget)**

## Communal Heating

**£159,438 (32.7% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

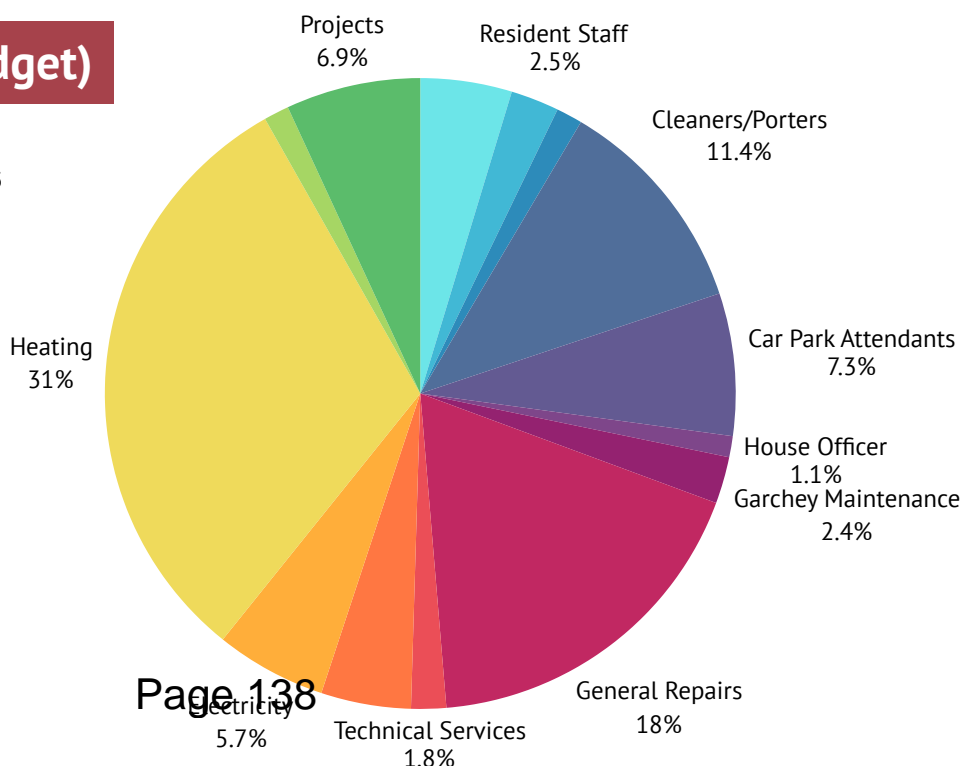
## Cleaners

**-£3,812 (3.3% over budget)**

## Car Park Attendants

**-£9,808 (14.6% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Defoe House 178 FLATS (7.17% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Defoe House & Proportion of Estate Costs	£44,217	£49,578	£0	£58,014	£50,755
<b>Estate Management</b>					
Resident Staff - Estate%	£25,434	£26,195	£0	£28,978	£28,167
Furniture & Fittings - Defoe House Cost	£0	£0		£0	£0
Window Cleaning- Defoe House Contract cost	£10,816	£14,176	£0	£12,439	£15,968
Cleaners/Porters - No of Cleaners for Defoe House & Estate%	£109,675	£120,091	£0	£116,279	£130,539
Car Park Attendants- Terrace Block %	£69,716	£77,189	£0	£67,381	£73,430
House Officer - Estate%	£11,603	£11,414	£0	£13,090	£10,112
Sub Total	£227,244	£249,066	£0	£238,167	£258,215
<b>Property Management</b>					
Garchey Maintenance - Estate%	£22,829	£25,373	£0	£24,822	£23,037
General Repairs - Defoe House Cost & Estate%	£276,127	£190,755	£0	£249,269	£253,182
Technical Services - Defoe House & no of repairs orders	£15,378	£18,953	£0	£16,036	£31,389
Lift Maintenance - Defoe House	£48,576	£48,742	£0	£49,199	£51,779
Electricity (Common Parts and Lifts) - Defoe House	£56,358	£60,133	£0	£82,294	£66,640
Heating - Defoe House	£225,000	£328,281	£0	£487,719	£398,284
Sub Total	£644,268	£672,237	£0	£909,339	£824,311
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£14,784	£13,670	£0	£15,411	£14,731
<b>Total Annually Recurring Items</b>	£930,513	£984,552	£0	£1,220,931	£1,148,013
<b>Non-Annually Recurring Items - Major Works</b>					
External Redecorations - Defoe House cost	£0	£18,427		£0	£275,542
Asset Management/Stock Condition Survey - Defoe House cost	£5,041	£0		£0	£0
Replacement Window & Door Frames - Defoe House cost	£0	£23,158		£10,000	£0
Electrical Testing - Defoe House cost	£2,050	£20,240		£8,695	£0
Water Supply Works - Defoe House cost	£3,573	£3,104		£0	£0
Asbestos Works - Defoe House cost	-£196	£7,135		£0	£0
Water Tank Repairs/Replacement - Defoe House cost	£0	£878		£0	£0
Internal Redecorations - Defoe House cost	£72,211	£0		£0	£0
<b>Total Non-Annually Recurring Items</b>	£82,679	£72,942		£18,695	£275,542
<b>TOTAL</b>	£1,013,192	£1,057,494		£1,239,626	£1,423,555

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 Defoe House 178 FLATS (7.17% of Estate Costs)		ESTIMATE 2024/25	ESTIMATE 2025/26
<b>Customer Care</b>		£	£
Costs of Management and Supervision - Defoe House & Proportion of Estate Costs		£50,755	£101,152
<b>Estate Management</b>			
Resident Staff - Estate%		£28,167	£31,165
Furniture & Fittings - Defoe House Cost		£0	£0
Window Cleaning- Defoe House Contract cost		£15,968	£16,000
Cleaners/Porters - No of Cleaners for Defoe House & Estate%		£130,539	£142,504
Car Park Attendants- Terrace Block %		£73,430	£76,512
House Officer - Estate%		£10,112	£12,828
Sub Total		£258,215	£279,009
<b>Property Management</b>			
Garchey Maintenance - Estate%		£23,037	£22,731
General Repairs - House Cost & Estate%		£253,182	£133,861
Technical Services - Defoe House & no of repairs orders		£31,389	£32,001
Lift Maintenance - Defoe House		£51,779	£63,938
Electricity (Common Parts and Lifts) - Defoe House		£66,640	£72,150
Heating - Defoe House		£398,284	£437,525
Sub Total		£824,311	£762,206
<b>Open Spaces</b>			
Garden Maintenance - Estate %		£14,731	£14,195
<b>Total Annually Recurring Items</b>		<b>£1,148,013</b>	<b>£1,156,563</b>
<b>Non-Annually Recurring Items - Major Works</b>			
External Redecorations - Defoe House Cost		£275,542	£0
Electrical Testing - Defoe House Cost		£0	£0
Window Frame Replacement - Defoe House Cost		£0	£0
<b>Total Non-Annually Recurring Items</b>		<b>£275,542</b>	<b>£0</b>
<b>TOTAL</b>		<b>£1,423,555</b>	<b>£1,156,563</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

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BARBICAN ESTATE OFFICE

# FINANCE REPORT

FROBISHER CRESCENT



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(Subject to block adjustments)

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**£8,196 (51.2% under budget)**

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## Communal Heating

**£9,912 (28.3% over budget)**

The reason for over budget of Heating was due to the late billing of February 2023 and March 2023 invoices.

## Cleaners

**-£790 (2.7% over budget)**

## Car Park Attendants

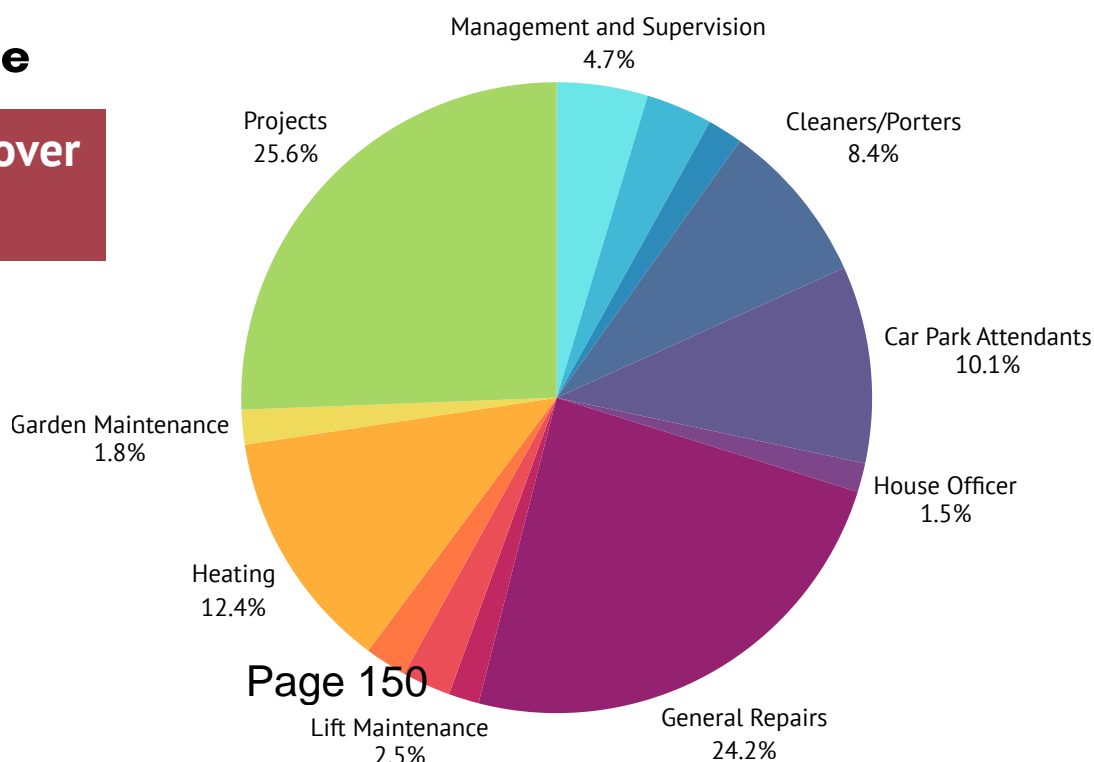
**-£4,837 (15.3% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.

## Lift Maintenance

**-£6,012 (200.4% over budget)**

This significant overrun is due to unbudgeted repairs of critical components to ensure safe operation of the lifts across Frobisher Crescent.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Frobisher Crescent 69 FLATS (3.37% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Frobisher Crescent & Proportion of Estate Costs	£11,700	£16,866	£0	£16,759	£15,874
<b>Estate Management</b>					
Resident Staff - Estate%	£11,954	£12,312	£0	£13,620	£13,239
Furniture & Fittings - Frobisher Crescent Cost	£0	£0	£0	£0	£0
Window Cleaning- Frobisher Crescent Contract cost	£4,676	£6,497	£0	£5,377	£6,902
Cleaners/Porters - No of Cleaners for Frobisher Crescent & Estate%	£27,845	£30,304	£0	£29,514	£33,137
Car Park Attendants- Terrace Block %	£32,973	£36,507	£0	£31,670	£34,513
House Officer - Estate%	£5,453	£5,365	£0	£6,153	£4,753
Sub Total	£82,901	£90,986	£0	£86,334	£92,544
<b>Property Management</b>					
General Repairs - Frobisher Crescent Cost & Estate%	£66,188	£87,349	£0	£77,837	£92,297
Technical Services - Frobisher Crescent & no of repairs orders	£4,299	£5,617	£0	£7,537	£14,753
Lift Maintenance - Frobisher Crescent cost	£5,218	£9,012	£1	£3,000	£3,000
Electricity (Common Parts and Lifts) - Frobisher Crescent cost	£11,810	£7,804	£0	£16,000	£14,024
Heating	£21,238	£44,912	£1	£35,000	£35,000
Sub Total	£108,753	£154,694	£0	£139,374	£159,074
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£6,949	£6,425	£0	£7,243	£6,924
<b>Total Annually Recurring Items</b>	<b>£210,303</b>	<b>£268,971</b>	<b>£0</b>	<b>£249,710</b>	<b>£274,416</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Concrete Works - Frobisher Crescent cost	£0	£0		£0	£0
Asset Management/Stock Condition Survey - Frobisher Crescent cost	£2,053	£0		£0	£0
Water Supply Works - Frobisher Crescent cost	£467	£455		£0	£0
Redecorations 2020 - 2025 Programme - Frobisher Crescent cost	£0	£0		£0	£0
External Redecorations - Frobisher Crescent cost	£0	£17,881		£0	£97,666
Roof Waterproofing - Frobisher Crescent cost	£1,817	£8,928		£0	£0
Carpet Replacement - Frobisher Crescent cost	£0	£65,319		£56,000	£0
Internal Redecorations - Frobisher Crescent cost	£0	£0		£48,762	£0
Lift Refurbishment - Frobisher Crescent cost	£0	£0		£100,000	£0
<b>Total Non-Annually Recurring Items</b>	<b>£4,337</b>	<b>£92,583</b>		<b>£204,762</b>	<b>£97,666</b>
<b>TOTAL</b>	<b>£214,640</b>	<b>£361,554</b>		<b>£454,472</b>	<b>£372,082</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 Frobisher Crescent 69 Flats (3.37% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Frobisher Crescent & Proportion of Estate Costs	£15,874	£35,543
<b>Estate Management</b>		
Resident Staff - Estate%	£13,239	£14,648
Furniture and fittings	£0	£0
Window Cleaning	£6,902	£11,000
Cleaners/Porters - No of Cleaners for Frobisher Crescent & Estate%	£33,137	£36,213
Car Park Attendants- Terrace Block %	£34,513	£35,962
House Officer - Estate%	£4,753	£6,029
Sub Total	£92,544	£103,852
<b>Property Management</b>		
General Repairs - House Cost & Estate%	£92,297	£79,467
Technical Services - Frobisher Crescent & no of repairs orders	£14,753	£15,041
Lift Maintenance - Frobisher Crescent	£3,000	£2,000
Electricity (Common Parts and Lifts) - Frobisher Crescent	£14,024	£13,875
Heating - Frobisher Crescent	£35,000	£35,000
Sub Total	£159,074	£145,383
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£6,924	£6,672
<b>Total Annually Recurring Items</b>	<b>£274,416</b>	<b>£291,450</b>
<b>Non-Annually Recurring Items - Major Works</b>		
External Redecorations - Residential proportion of Frobisher Crescent Cost	£97,666	£0
Internal Redecorations - Residential proportion of Frobisher Crescent Cost	£0	£0
Carpet Replacement - Residential proportion of Frobisher Crescent Cost	£0	£0
Lift Refurbishment - Residential proportion of Frobisher Crescent Cost	£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£97,666</b>	<b>£0</b>
<b>TOTAL</b>	<b>£372,082</b>	<b>£291,450</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

## External Annual Audits

We are committed – and legally required – to undertake independent annual external audits of our service charge accounts. This process will begin in early 2026, with the first audits covering the previous year’s accounts. Shortlisting for potential audit firms is already underway, and we will appoint auditors with the expertise and independence needed to give leaseholders full confidence in the integrity of our reporting.

These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.

# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



Just to be clear – our Horizon has absolutely nothing whatsoever to do with the other Horizon you may have read about in the news. This one is firmly rooted in delivering accurate service charge accounting, not in causing any postal headaches!

# Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit [bit.ly/beo-emails](https://bit.ly/beo-emails)



## Key contacts

### **All general enquiries (Barbican Estate Office Reception)**

0207 029 3958

[Barbican.Estate@cityoflondon.gov.uk](mailto:Barbican.Estate@cityoflondon.gov.uk)

### **Report a repair to Property Services**

0207 029 3909 / 020 7029 3953 for Out of Hours Service

[PropertyServices@cityoflondon.gov.uk](mailto:PropertyServices@cityoflondon.gov.uk)

### **Service Charge Queries**

[DCCS-BEO-ServiceCharges@cityoflondon.gov.uk](mailto:DCCS-BEO-ServiceCharges@cityoflondon.gov.uk)





BARBICAN ESTATE OFFICE

# FINANCE REPORT

GILBERT HOUSE



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& Shruti Sonawane

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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
General Repairs (Exterior)	£0	£1,786,061	£1,786,061
House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Gilbert House Expenditure



For the financial year 2023/24, Gilbert House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£11,682 (25.5% under budget)**

## Communal Heating

**£86,526 (32.5% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

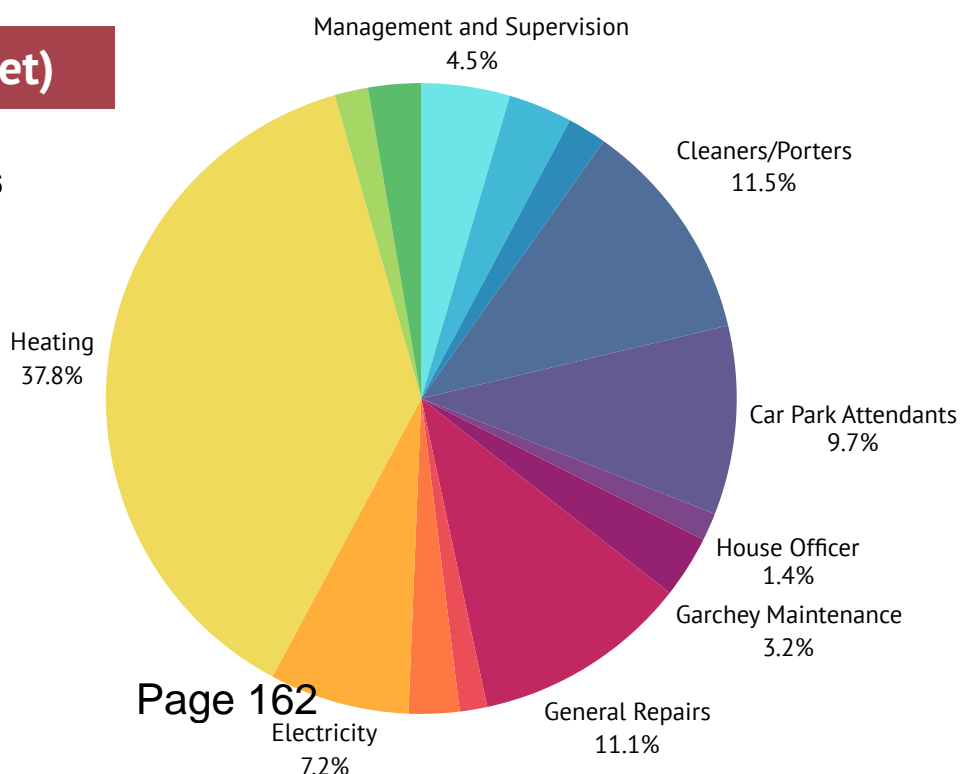
## Cleaners

**-£2,095 (4% over budget)**

## Car Park Attendants

**-£5,920 (14.8% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Gilbert House 88 FLATS (4.27% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Gilbert House & Proportion of Estate Costs	£21,195	£21,542	£0	£27,014	£25,349
<b>Estate Management</b>					
Resident Staff - Estate%	£15,147	£15,600	£0	£17,258	£16,774
Furniture & Fittings - Gilbert House Cost	£0	£0		£0	£17,000
Window Cleaning- Gilbert House Contract cost	£7,509	£9,533	£0	£8,364	£10,737
Cleaners/Porters - No of Cleaners for Gilbert House & Estate%	£50,734	£54,528	£0	£52,433	£60,385
Car Park Attendants- Terrace Block %	£41,590	£46,048	£0	£40,128	£43,730
House Officer - Estate%	£6,910	£6,797	£0	£7,796	£6,022
Sub Total	£121,890	£132,507	£0	£125,979	£154,648
<b>Property Management</b>					
Garchey Maintenance - Estate%	£13,596	£15,110	£0	£14,782	£13,720
General Repairs - Gilbert House Cost & Estate%	£108,097	£52,669	-£1	£98,547	£105,758
Technical Services - Gilbert House & no of repairs orders	£9,623	£6,706	£0	£9,550	£18,693
Lift Maintenance - Gilbert House	£12,807	£12,356	£0	£12,674	£13,594
Electricity (Common Parts and Lifts) - Gilbert House	£43,974	£34,098	£0	£45,780	£36,924
Heating - Gilbert House	£120,000	£179,557	£0	£266,083	£213,842
Sub Total	£308,097	£300,496	£0	£447,416	£402,531
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£8,804	£8,141	£0	£9,178	£8,773
<b>Total Annually Recurring Items</b>	<b>£459,986</b>	<b>£462,686</b>	<b>£0</b>	<b>£609,587</b>	<b>£591,301</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Water Tank Repairs/Replacement - Gilbert House cost	£0	£561		£0	£0
Water Supply Works - Gilbert House cost	£1,555	£1,389		£0	£0
Emergency Lighting - Gilbert House cost	£3,850	£0		£0	£0
Asset Management/Stock Condition Survey - Gilbert House cost	£3,190	£0		£0	£0
Internal Redecorations - Gilbert House cost	£47,857	£4,733		£0	£0
Asbestos Works - Gilbert House cost	£1,242	£1,420		£0	£0
External Redecorations - Gilbert House cost	£0	£0		£0	£143,998
Replacement Window & Doors Frames - Gilbert House cost	£0	£1,303		£40,700	£0
Electrical Testing - Gilbert House cost	£0	£3,500		£3,525	£0
<b>Total Non-Annually Recurring Items</b>	<b>£57,694</b>	<b>£12,906</b>		<b>£44,225</b>	<b>£143,998</b>
<b>TOTAL</b>	<b>£517,680</b>	<b>£475,592</b>		<b>£653,812</b>	<b>£735,299</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

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	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
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Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S. & M. (Estate-wide proportion) DB	£678,914	£540,000	£138,914
S. & M. (Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 Gilbert House 88 FLATS (4.27% of Estate Costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Gilbert House & Proportion of Estate Costs	£25,349	£53,854
<b>Estate Management</b>		
Resident Staff - Estate%	£16,774	£18,560
Furniture & Fittings - Gilbert House Cost	£17,000	£17,000
Window Cleaning- Gilbert House Contract cost	£10,737	£8,000
Cleaners/Porters - No of Cleaners for Gilbert House & Estate%	£60,385	£65,920
Car Park Attendants- Terrace Block %	£43,730	£45,566
House Officer - Estate%	£6,022	£7,640
Sub Total	£154,648	£162,686
<b>Property Management</b>		
Garchey Maintenance - Estate%	£13,720	£13,537
General Repairs - House Cost & Estate%	£105,758	£63,169
Technical Services - Gilbert House & no of repairs orders	£18,693	£19,058
Lift Maintenance - Gilbert House	£13,594	£15,985
Electricity (Common Parts and Lifts) - Gilbert House	£36,924	£48,100
Heating - Gilbert House	£213,842	£246,050
Sub Total	£402,531	£405,898
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£8,773	£8,454
<b>Total Annually Recurring Items</b>	<b>£591,301</b>	<b>£630,893</b>
<b>Non-Annually Recurring Items - Major Works</b>		
Electrical Testing - Gilbert House cost	£0	£0
External Redecorations - Gilbert House cost	£143,998	£0
Replacement Window & Frames - Gilbert House cost	£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£143,998</b>	<b>£0</b>
<b>TOTAL</b>	<b>£735,299</b>	<b>£630,893</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

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From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

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## In addition, the system will:



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BARBICAN ESTATE OFFICE

# FINANCE REPORT

JOHN TRUNDLE COURT



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## Service Charge Management

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This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
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We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
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Electrical Repairs (Common Parts)	£0	£196,428	£196,428
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House Officer	£187,758	£163,712	-£24,046
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Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# John Trundle Court Expenditure



For the financial year 2023/24, John Trundle Court recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

£19,216 (28.6% under budget)

## Communal Heating

£73,483 (35.3% under budget)

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

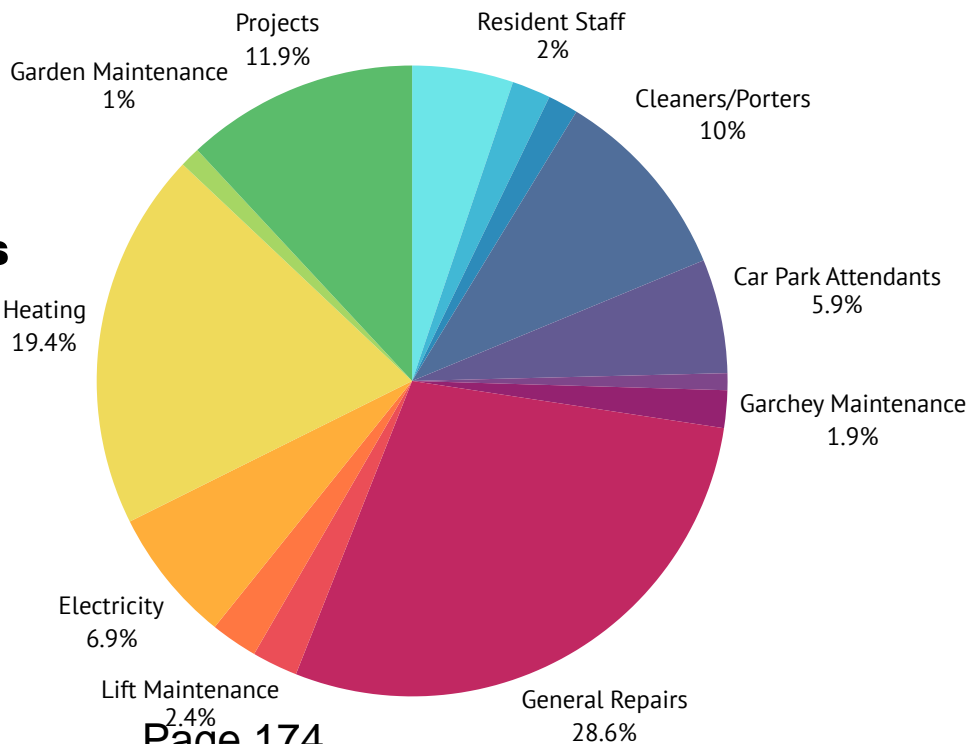
## Cleaners

-£9,440 (15.6% over budget)

## Car Park Attendants

-£5,159 (14.5% over budget)

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge costs 23/24 John Trundle Court 133 FLATS (3.78% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - John Trundle Court & Proportion of Estate Costs	£26,190	£36,026	£0	£31,122	£28,264
<b>Estate Management</b>					
Resident Staff - Estate%	£13,409	£13,810	£0	£15,277	£14,849
Furniture & Fittings - John Trundle Court Cost	£0	£0		£0	£0
Window Cleaning - John Trundle Court Contract cost	£8,052	£10,800	£0	£9,260	£11,888
Cleaners/Porters - No of Cleaners for John Trundle Court	£54,838	£69,783	£0	£60,343	£67,933
Car Park Attendants - Terrace Block %	£36,743	£40,682	£0	£35,523	£38,712
House Officer - Estate%	£6,117	£6,017	£0	£6,901	£5,331
Sub Total	£119,159	£141,092	£0	£127,304	£138,713
<b>Property Management</b>					
Garchey Maintenance - Estate%	£12,035	£13,376	£0	£13,086	£12,145
General Repairs - John Trundle Court Cost & Estate%	£152,713	£198,965	£0	£121,012	£140,859
Technical Services - John Trundle Court & no of repairs orders	£10,150	£16,295	£1	£8,454	£16,548
Lift Maintenance - John Trundle Court	£16,737	£16,770	£0	£16,988	£17,941
Electricity (Common Parts and Lifts) - John Trundle Court	£72,868	£47,879	£0	£67,095	£54,332
Heating - John Trundle Court	£110,000	£134,857	£0	£208,340	£166,656
Sub Total	£374,503	£428,143	£0	£434,975	£408,482
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£7,794	£7,207	£0	£8,125	£7,766
<b>Total Annually Recurring Items</b>	<b>£527,646</b>	<b>£612,468</b>	<b>£0</b>	<b>£601,526</b>	<b>£583,224</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Water Tank Repairs/Replacement - John Trundle Court cost	£0	£1,758		£0	£0
Asset Management/Stock Condition Survey - John Trundle Court cost	£2,891	£0		£0	£0
Electrical Testing - John Trundle Court cost	£0	£0		£3,840	£0
Water Supply Works - John Trundle Court cost	£3,317	£2,565		£0	£0
Asbestos Works - John Trundle Court cost	£3,256	£2,011		£0	£0
Replacement Window & Door Frames - John Trundle Court Cost	£0	£75,254		£138,985	£0
External Redecorations - John Trundle Court cost	£88,324	£1,321		£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£97,788</b>	<b>£82,910</b>		<b>£142,825</b>	<b>£0</b>
<b>TOTAL</b>	<b>£625,434</b>	<b>£695,377</b>		<b>£744,351</b>	<b>£583,224</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 John Trundle Court 133 FLATS (3.78% of Estate Costs)		ESTIMATE 2024/25	ESTIMATE 2025/26
<b>Customer Care</b>		£	£
Costs of Management and Supervision - John Trundle Court & Proportion of Estate Costs		£28,264	£57,226
<b>Estate Management</b>			
Resident Staff - Estate%		£14,849	£16,430
Furniture & Fittings - John Trundle Court Cost		£0	£0
Window Cleaning- John Trundle Court Contract cost		£11,888	£18,000
Cleaners/Porters - No of Cleaners for John Trundle Court & Estate%		£67,933	£74,160
Car Park Attendants- Terrace Block %		£38,712	£40,337
House Officer - Estate%		£5,331	£6,763
Sub Total		£138,713	£155,690
<b>Property Management</b>			
Garchey Maintenance - Estate%		£12,145	£11,984
General Repairs - House Cost & Estate%		£140,859	£70,571
Technical Services - John Trundle Court & no of repairs orders		£16,548	£16,871
Lift Maintenance - John Trundle Court		£17,941	£20,979
Electricity (Common Parts and Lifts) - John Trundle Court		£54,332	£64,750
Heating - John Trundle Court		£166,656	£187,775
Sub Total		£408,482	£372,931
<b>Open Spaces</b>			
Garden Maintenance - Estate %		£7,766	£7,484
<b>Total Annually Recurring Items</b>		<b>£583,224</b>	<b>£593,331</b>
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Replacement Window & Door Frames - John Trundle Court Cost		£0	£0
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BARBICAN ESTATE OFFICE

# FINANCE REPORT

LAMBERT JONES MEWS



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(Subject to block adjustments)

# Lambert Jones Mews Expenditure



For the financial year 2023/24, Lambert Jones Mews recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Communal Heating

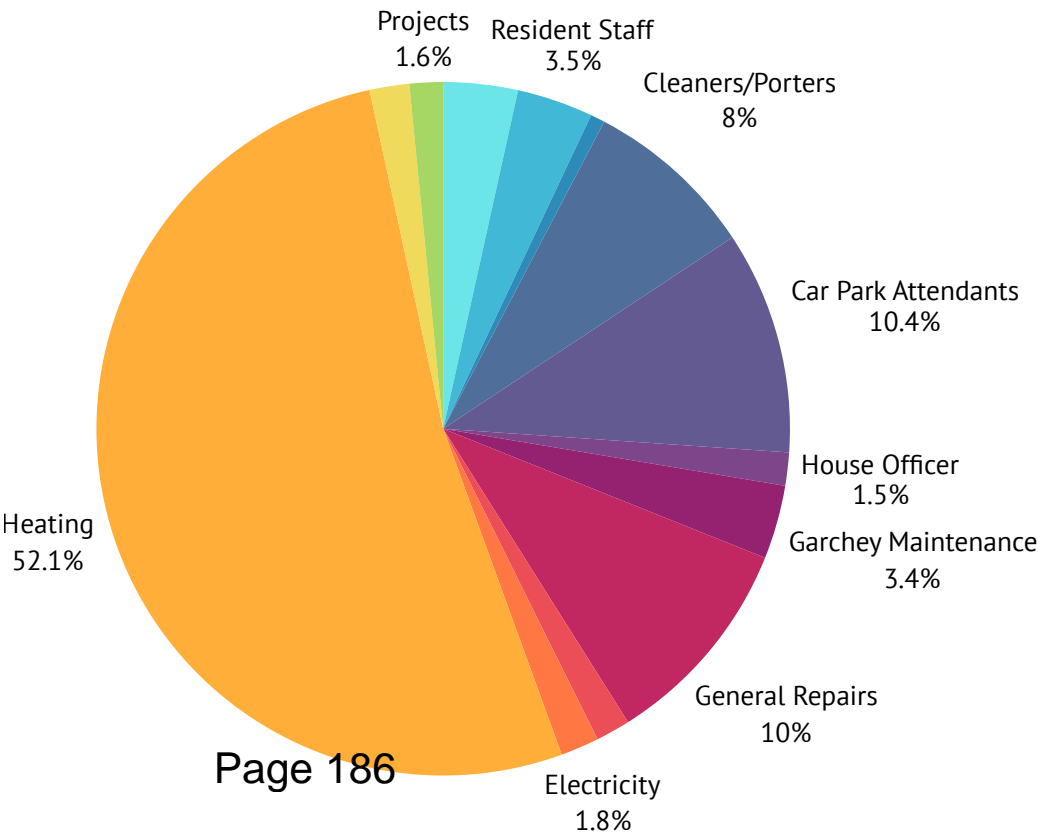
£10,730 (25.3% under budget)

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

## Car Park Attendants

-£771 (13.9% over budget)

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Lambert Jones Mews 8 Flats ( 0.59% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Lambert Jones Mews & Proportion of Estate Costs	£1,671	£2,108	£0	£2,847	£2,460
<b>Estate Management</b>					
Resident Staff - Estate%	£2,093	£2,156	£0	£2,385	£2,318
Furniture & Fittings - Lambert Jones Mews Cost	£0	£0	£0	£0	£0
Window Cleaning- Lambert Jones Mews Contract cost	£312	£409	£0	£358	£460
Cleaners/Porters - No of Cleaners for Lambert Jones Mews	£4,477	£4,869	£0	£6,152	£5,328
Car Park Attendants- Terrace Block %	£5,705	£6,316	£0	£5,545	£6,042
House Officer - Estate%	£955	£939	£0	£1,077	£832
Sub Total	£13,542	£14,688	£0	£15,517	£14,980
<b>Property Management</b>					
Garchey Maintenance - Estate%	£1,879	£2,088	£0	£2,043	£1,896
General Repairs - Lambert Jones Mews Cost & Estate%	£7,001	£6,069	£0	£12,655	£13,232
Technical Services - Lambert Jones Mews & no of repairs orders	£1,666	£977	£0	£1,320	£2,583
Lift Maintenance - Lambert Jones Mews	£0	£0	£0	£0	£0
Electricity (Common Parts and Lifts) - Lambert Jones Mews	£849	£1,088	£0	£860	£1,030
Heating - Lambert Jones Mews	£21,000	£31,695	£1	£42,425	£38,196
Sub Total	£32,395	£41,917	£0	£59,303	£56,937
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£1,217	£1,125	£0	£1,268	£1,212
<b>Total Annually Recurring Items</b>	£48,825	£59,838	£0	£78,935	£75,589
<b>Non-Annually Recurring Items - Major Works</b>					
Water Tank Repairs Replacement - Lambert Jones Mews cost	£0	£197		£0	£0
Water Supply Works - Lambert Jones Mews cost	£717	£725		£0	£0
Asset Mangement/Stock Condition Survey - Lambert Jones Mews cost	£359	£0		£0	£0
Asbestos Works - Lambert Jones Mews cost	-£90	£27		£0	£0
Drainage Repairs & Replacement - Lambert Jones Mews Cost	£50,387	£0		£0	£0
<b>Total Non-Annually Recurring Items</b>	£51,373	£949		£0	£0
<b>TOTAL</b>	£100,198	£60,788		£78,935	£75,589

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 Lambert Jones Mews 8 Flats ( 0.59% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Lambert Jones Mews & Proportion of Estate Costs	£2,460	£5,386
<b>Estate Management</b>		
Resident Staff - Estate%	£2,318	£2,564
Furniture & Fittings - Lambert Jones Mews Cost	£0	£0
Window Cleaning- Lambert Jones Mews Contract cost	£460	£1,000
Cleaners/Porters - No of Cleaners for Lambert Jones Mews & Estate%	£5,328	£5,816
Car Park Attendants- Terrace Block %	£6,042	£6,296
House Officer - Estate%	£832	£1,056
Sub Total	£14,980	£16,732
<b>Property Management</b>		
Garchey Maintenance - Estate%	£1,896	£1,870
General Repairs - House Cost & Estate%	£13,232	£10,327
Technical Services - Lambert Jones Mews & no of repairs orders	£2,583	£2,633
Lift Maintenance - Lambert Jones Mews	£0	£0
Electricity (Common Parts and Lifts) - Lambert Jones Mews	£1,030	£1,100
Heating - Lambert Jones Mews	£38,196	£0
Sub Total	£56,937	£15,930
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£1,212	£1,168
<b>Total Annually Recurring Items</b>	<b>£75,589</b>	<b>£39,216</b>
<b>Non-Annually Recurring Items - Major Works</b>		
<b>Total Non-Annually Recurring Items</b>	<b>£0</b>	<b>£0</b>
<b>TOTAL</b>	<b>£75,589</b>	<b>£39,216</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

## External Annual Audits

We are committed – and legally required – to undertake independent annual external audits of our service charge accounts. This process will begin in early 2026, with the first audits covering the previous year’s accounts. Shortlisting for potential audit firms is already underway, and we will appoint auditors with the expertise and independence needed to give leaseholders full confidence in the integrity of our reporting.

These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.

# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## **In addition, the system will:**



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



Just to be clear – our Horizon has absolutely nothing whatsoever to do with the other Horizon you may have read about in the news. This one is firmly rooted in delivering accurate service charge accounting, not in causing any postal headaches!

# Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit [bit.ly/beo-emails](https://bit.ly/beo-emails)



## Key contacts

### **All general enquiries (Barbican Estate Office Reception)**

0207 029 3958

[Barbican.Estate@cityoflondon.gov.uk](mailto:Barbican.Estate@cityoflondon.gov.uk)

### **Report a repair to Property Services**

0207 029 3909 / 020 7029 3953 for Out of Hours Service

[PropertyServices@cityoflondon.gov.uk](mailto:PropertyServices@cityoflondon.gov.uk)

### **Service Charge Queries**

[DCCS-BEO-ServiceCharges@cityoflondon.gov.uk](mailto:DCCS-BEO-ServiceCharges@cityoflondon.gov.uk)





BARBICAN ESTATE OFFICE

# FINANCE REPORT

LAUDERDALE TOWER



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& Shruti Sonawane

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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
General Repairs (Exterior)	£0	£1,786,061	£1,786,061
House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Lauderdale Tower Expenditure



For the financial year 2023/24, Lauderdale Tower recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£20,508 (22.4% under budget)**

## Communal Heating

**£155,053 (30.7% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

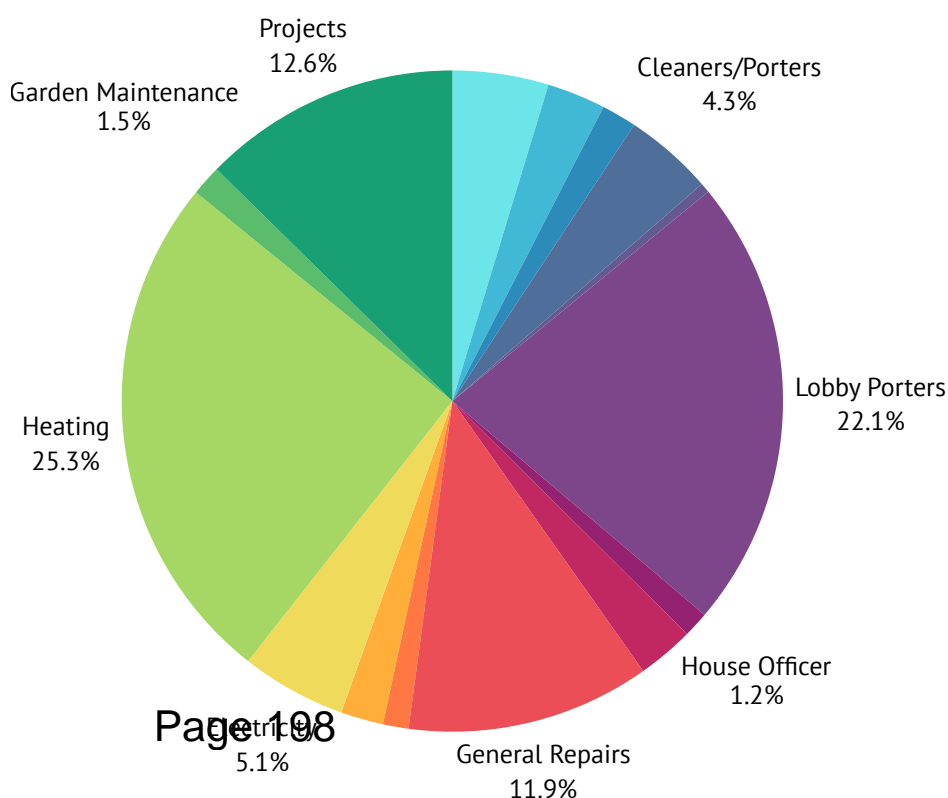
## Cleaners

**-£4,918 (8.9% over budget)**

## Lobby Porters

**-£24,435 (8.7% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Lauderdale Tower 117 Flats (10.82% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Lauderdale Tower & Proportion of Estate Costs	£55,871	£64,955	£0	£78,683	£70,180
<b>Estate Management</b>					
Resident Staff - Estate%	£38,382	£39,531	£0	£43,730	£42,506
Furniture & Fittings - Lauderdale Tower Cost	£0	-£7,495	-	£13,000	£4,334
Window Cleaning- Lauderdale Tower Contract cost	£17,661	£23,638	£0	£20,310	£26,072
Cleaners/Porters - No of Cleaners for Lauderdale Tower	£53,226	£60,046	£0	£55,128	£63,351
Weekend cleaning - Lauderdale Tower cost	£5,296	£6,676	£0	£7,000	£6,879
Lobby Porters - Tower block %	£282,054	£305,723	£0	£281,288	£297,802
House Officer - Estate%	£17,509	£17,224	£0	£19,754	£15,260
Sub Total	£414,128	£445,344	£0	£440,210	£456,205
<b>Property Management</b>					
Garchey Maintenance - Estate%	£34,451	£38,289	£0	£37,458	£34,765
General Repairs - Lauderdale Tower Cost & Estate%	£228,804	£164,774	£0	£272,695	£305,219
Technical Services - Lauderdale Tower & no of repairs orders	£15,464	£17,312	£0	£24,199	£47,368
Lift Maintenance - Lauderdale Tower	£29,763	£28,816	£0	£28,712	£31,159
Electricity (Common Parts and Lifts) - Lauderdale Tower	£85,912	£71,160	£0	£91,668	£73,497
Heating - Lauderdale Tower	£250,000	£349,620	£0	£504,673	£408,902
Sub Total	£644,394	£669,970	£0	£959,405	£900,911
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£22,309	£20,629	£0	£23,256	£22,230
<b>Total Annually Recurring Items</b>	<b>£1,136,702</b>	<b>£1,200,898</b>	<b>£0</b>	<b>£1,501,554</b>	<b>£1,449,525</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Asset Management/Stock Condition Survey - Lauderdale Tower cost	£6,593	£0		£0	£0
Water Tank Repairs/Replacement - Lauderdale Tower cost	£0	£4,718		£0	£0
Internal Redecorations - Lauderdale Tower cost	£0	£0		£0	£75,444
Water Supply Works - Lauderdale Tower cost	£8,792	£8,701		£0	£0
Asbestos Works - Lauderdale Tower cost	£4,567	£8,207		£0	£0
Replacement Window & Door Frames - Lauderdale Tower cost	£0	£0		£0	£0
External Redecorations - Lauderdale Tower cost	£0	£150,824		£247,081	£0
Lift Refurbishment - Lauderdale Tower cost	£2,957	£2,269		£0	£16,667
<b>Total Non-Annually Recurring Items</b>	<b>£22,909</b>	<b>£174,718</b>		<b>£247,081</b>	<b>£92,111</b>
<b>TOTAL</b>	<b>£1,159,611</b>	<b>£1,375,617</b>		<b>£1,748,635</b>	<b>£1,541,636</b>



# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

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	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
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S. & M. (Estate-wide proportion) DB	£678,914	£540,000	£138,914
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Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



ESTIMATED SERVICE COSTS 2025/26 Lauderdale Tower 117 Flats (10.82% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
	£	£
<b>Customer Care</b> Costs of Management and Supervision - Lauderdale Tower & Proportion of Estate Costs	£70,180	£137,852
<b>Estate Management</b> Resident Staff - Estate% Furniture & Fittings - Lauderdale Tower Cost Window Cleaning- Lauderdale Tower Contract cost Cleaners/Porters - No of Cleaners for Lauderdale Tower & Estate% Weekend cleaning - Lauderdale Tower cost Lobby Porters - Tower block % House Officer - Estate%	£42,506 £4,334 £26,072 £63,351 £6,879 £297,802 £15,260	£47,030 £4,334 £10,000 £69,158 £0 £305,333 £19,359
Sub Total	£456,205	£455,214
<b>Property Management</b> Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Lauderdale Tower & no of repairs orders Lift Maintenance - Lauderdale Tower Electricity (Common Parts and Lifts) - Lauderdale Tower Heating - Lauderdale Tower	£34,765 £305,219 £47,368 £31,159 £73,497 £408,902	£34,302 £202,005 £48,292 £17,985 £67,525 £474,525
Sub Total	£900,911	£844,634
<b>Open Spaces</b> Garden Maintenance - Estate %	£22,230	£21,422
<b>Total Annually Recurring Items</b>	<b>£1,449,525</b>	<b>£1,459,122</b>
<b>Non-Annually Recurring Items - Major Works</b>  External Redecorations - Lauderdale Tower cost Internal Redecorations - Lauderdale Tower cost Lift Refurbishment - Lauderdale Tower cost	£0 £75,444 £16,667	£0 £0 £0
<b>Total Non-Annually Recurring Items</b>	<b>£92,111</b>	<b>£0</b>
<b>TOTAL</b>	<b>£1,541,636</b>	<b>£1,459,122</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

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## In addition, the system will:



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BARBICAN ESTATE OFFICE

# FINANCE REPORT

MOUNTJOY HOUSE



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## Service Charge Management

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This booklet contains two key elements:

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*Director of Property and  
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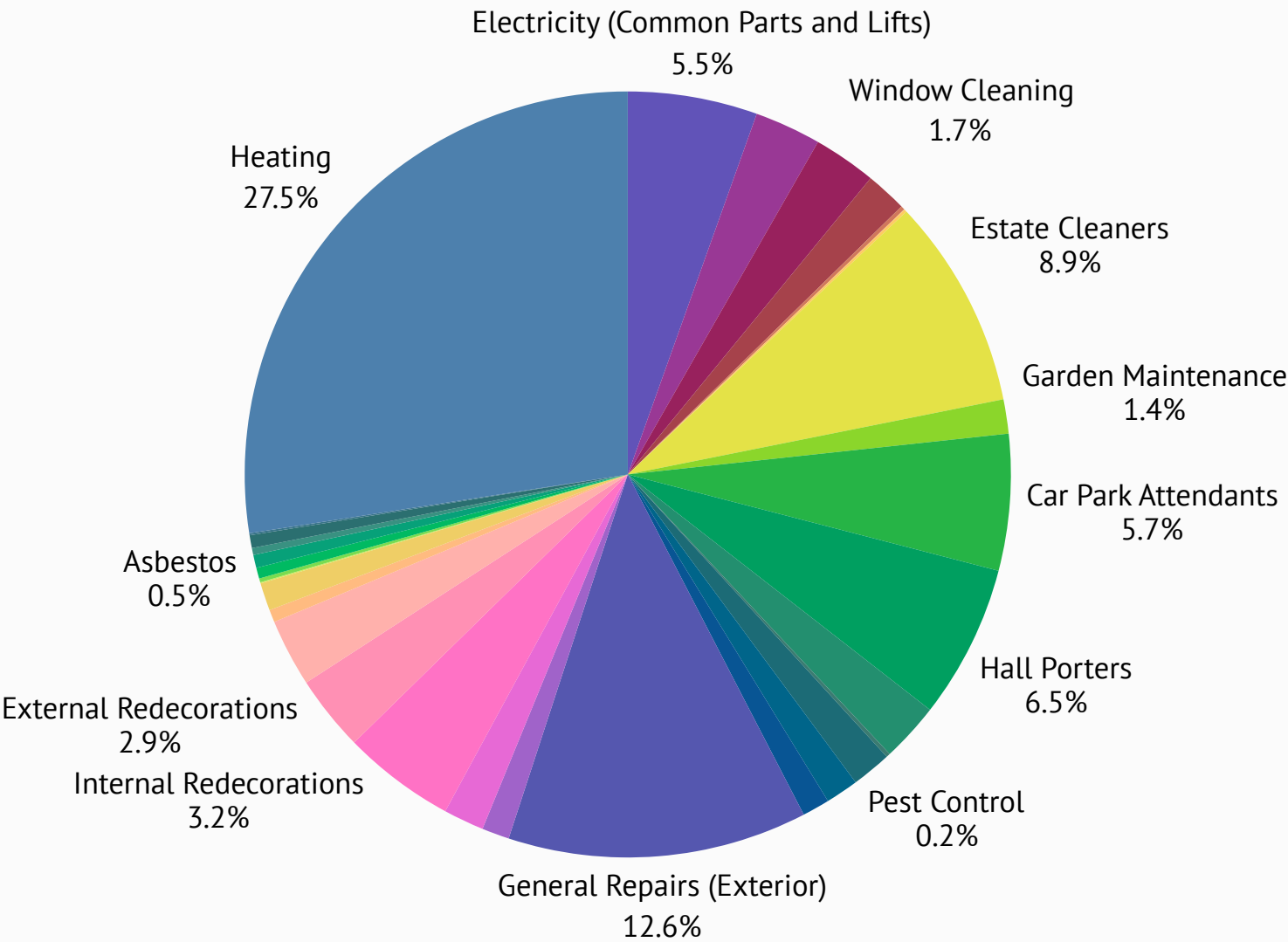


# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
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S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Mountjoy House Expenditure



For the financial year 2023/24, Mountjoy House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

£7,983 (29.1% under budget)

## Communal Heating

£48,353 (26.9% under budget)

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

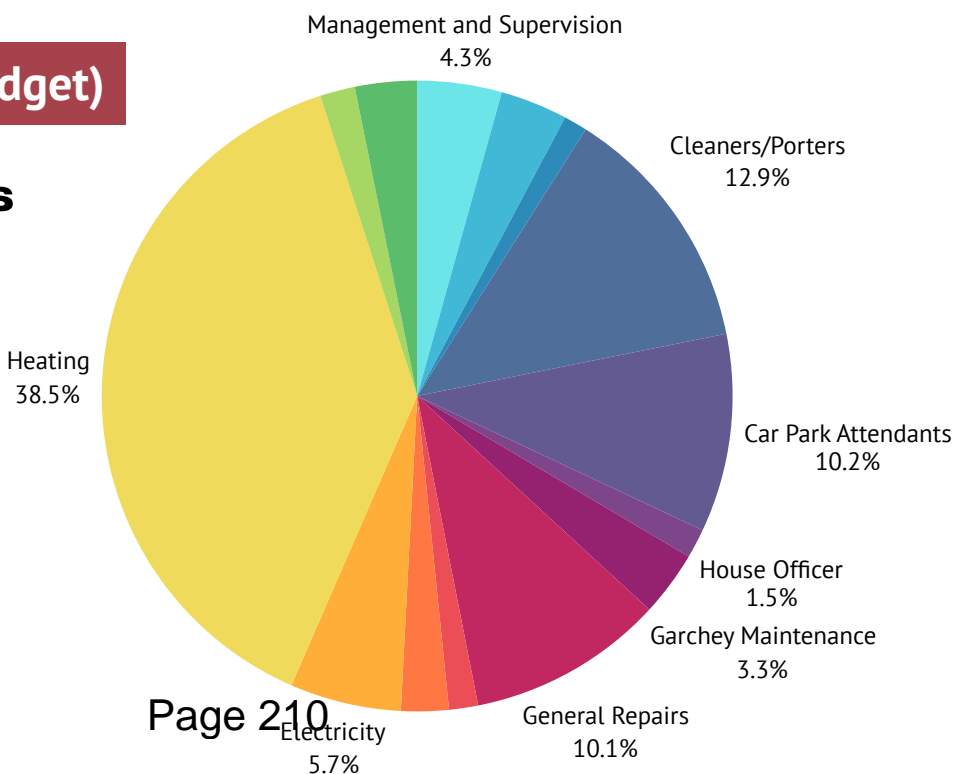
## Cleaners

-£1,102 (2.6% over budget)

## Car Park Attendants

-£4,441 (14.7% over budget)

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Mountjoy House 64 Flats (3.21% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Mountjoy House & Proportion of Estate Costs	£13,340	£14,736	£0	£18,530	£17,377
<b>Estate Management</b>					
Resident Staff - Estate%	£11,387	£11,728	£0	£12,974	£12,610
Furniture & Fittings - Mountjoy House Cost	£0	£0		£0	£0
Window Cleaning- Mountjoy House Contract cost	£3,353	£4,085	£0	£3,585	£4,602
Cleaners/Porters - No of Cleaners for Mountjoy House & Estate%	£40,289	£43,817	£0	£42,715	£47,953
Car Park Attendants- Terrace Block %	£31,257	£34,608	£0	£30,167	£32,874
House Officer - Estate%	£5,195	£5,110	£0	£5,861	£4,527
Sub Total	£91,481	£99,348	£0	£95,302	£102,566
<b>Property Management</b>					
Garchey Maintenance - Estate%	£10,221	£11,359	£0	£11,113	£10,314
General Repairs - Mountjoy House Cost & Estate%	£55,979	£34,281	£0	£61,447	£77,935
Technical Services - Mountjoy House & no of repairs orders	£5,029	£5,068	£0	£7,179	£14,053
Lift Maintenance - Mountjoy House	£8,257	£8,307	£0	£8,374	£8,883
Electricity (Common Parts and Lifts) - Mountjoy House	£24,775	£19,422	£0	£27,405	£22,267
Heating - Mountjoy House	£100,000	£131,119	£0	£179,472	£147,846
Sub Total	£204,261	£209,557	£0	£294,990	£281,299
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£6,619	£6,120	£0	£6,899	£6,595
<b>Total Annually Recurring Items</b>	<b>£315,701</b>	<b>£329,761</b>	<b>£0</b>	<b>£415,721</b>	<b>£407,837</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Replacement Window & Door Frames - Mountjoy House cost	£11,652	£7,400		£0	£0
Asset Management/Stock Condition Survey - Mountjoy House cost	£2,544	£0		£0	£0
Water Supply Works - Mountjoy House cost	£1,316	£1,277		£0	£0
Asbestos Works - Mountjoy House cost	£786	£1,686		£0	£0
Water Tank Repairs/Replacement - Mountjoy House cost	£0	£154		£0	£0
Internal Redecorations - Mountjoy House cost	£38,804	£291		£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£55,102</b>	<b>£10,807</b>		<b>£0</b>	<b>£0</b>
<b>TOTAL</b>	<b>£370,803</b>	<b>£340,569</b>		<b>£415,721</b>	<b>£407,837</b>

# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>



<b>ESTIMATED SERVICE COSTS 2025/26</b> <b>Mountjoy House</b> <b>64 Flats (3.21% of estate costs)</b>	<b>ESTIMATE</b>  <b>2024/25</b>	<b>ESTIMATE</b>  <b>2025/26</b>
<b>Customer Care</b> Costs of Management and Supervision - Mountjoy House & Proportion of Estate Costs	£  £17,377	£  £38,000
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<b>Property Management</b> 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	£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
<b>Open Spaces</b> Garden Maintenance - Estate %	£6,595	£6,355
<b>Total Annually Recurring Items</b>	<b>£407,837</b>	<b>£438,001</b>

# Ongoing works

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BARBICAN ESTATE OFFICE

# FINANCE REPORT

SEDDON HOUSE



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**£8,782 (27% under budget)**

## Communal Heating

**£74,725 (33.3% under budget)**

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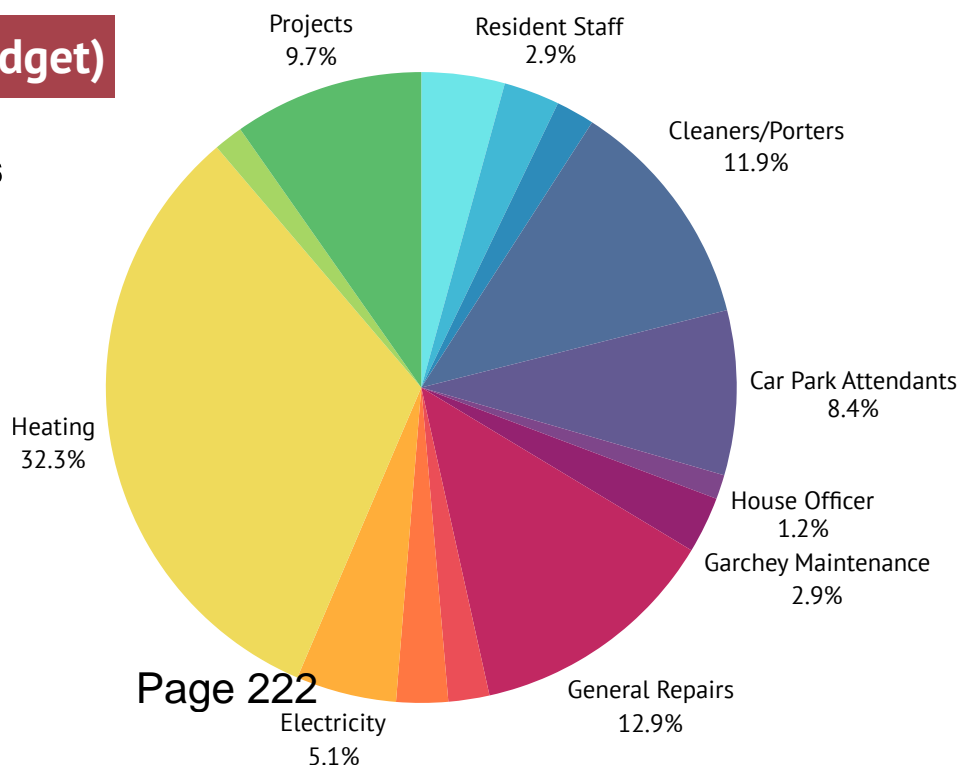
## Cleaners

**-£1,388 (2.6% over budget)**

## Car Park Attendants

**-£4,940 (14.5% over budget)**

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# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Seddon House 75 Flats (3.78% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
	£	£		£	£
<b>Customer Care</b>					
Costs of Management and Supervision - Seddon House & Proportion of Estate Costs	£16,003	£19,720	£0	£20,852	£20,611
<b>Estate Management</b>					
Resident Staff - Estate%	£12,843	£13,227	£0	£14,632	£14,222
Furniture & Fittings - Seddon House Cost	£0	£0	£0	£0	£0
Window Cleaning- Seddon House Contract cost	£6,994	£9,130	£0	£8,011	£10,284
Cleaners/Porters - No of Cleaners for Seddon House	£50,734	£55,177	£0	£53,789	£60,385
Car Park Attendants- Terrace Block %	£35,192	£38,964	£0	£34,024	£37,078
House Officer - Estate%	£5,859	£5,763	£0	£6,610	£5,106
Sub Total	£111,622	£122,262	£0	£117,066	£127,075
<b>Property Management</b>					
Garchey Maintenance - Estate%	£12,035	£13,376	£0	£13,086	£12,145
General Repairs - Seddon House Cost & Estate%	£68,457	£59,574	£0	£58,853	£89,737
Technical Services - Seddon House & no of repairs orders	£6,676	£9,716	£0	£8,097	£15,850
Lift Maintenance - Seddon House	£12,429	£12,226	£0	£12,286	£13,070
Electricity (Common Parts and Lifts) - Seddon House	£25,686	£23,777	£0	£32,559	£26,352
Heating - Seddon House	£99,000	£149,422	£1	£224,147	£180,067
Sub Total	£224,285	£268,090	£0	£349,028	£337,220
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£7,465	£6,903	£0	£7,782	£7,438
<b>Total Annually Recurring Items</b>	£359,375	£416,975	£0	£494,728	£492,345
<b>Non-Annually Recurring Items - Major Works</b>					
Electrical Testing - Seddon House cost	£0	£256		£3,290	£0
Water Supply Works - Seddon House cost	£1,029	£1,025		£0	£0
Electrical Testing - Seddon House cost	£0	£13,510		£0	£0
Asset Management/Stock Condition Survey - Seddon House cost	£2,769	£0		£0	£0
Asbestos Works - Seddon House cost	£1,233	£1,398		£0	£0
Internal Redecorations - Seddon House cost	£0	£28,765		£55,097	£0
Emergency Lighting - Seddon House cost	£2,071	£0		£0	£0
<b>Total Non-Annually Recurring Items</b>	£7,103	£44,954		£58,387	£0
<b>TOTAL</b>	£366,478	£461,930		£553,115	£492,345



# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S. & M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S. & M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>

ESTIMATED SERVICE COSTS 2025/26 Seddon House 75 Flats (3.78% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
	£	£
<b>Customer Care</b> Costs of Management and Supervision - Seddon House & Proportion of Estate Costs	£20,611	£44,962
<b>Estate Management</b> 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	£14,222 £0 £10,284 £60,385 £37,078 £5,106 £127,075	£15,736 £0 £6,705 £65,920 £38,634 £6,478 £133,473
<b>Property Management</b> 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	£12,145 £89,737 £15,850 £13,070 £26,352 £180,067 £337,220	£11,984 £67,592 £16,159 £15,985 £29,428 £117,475 £258,622
<b>Open Spaces</b> Garden Maintenance - Estate %	£7,438	£7,168
<b>Total Annually Recurring Items</b>	<b>£492,345</b>	<b>£444,226</b>
<b>Non-Annually Recurring Items - Major Works</b> Electrical Testing - Seddon House cost Internal Redecorations - Seddon House cost Total Non-Annually Recurring Items	£0 £0 £0	£0 £0 £0
<b>TOTAL</b>	<b>£492,345</b>	<b>£444,226</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

## External Annual Audits

We are committed – and legally required – to undertake independent annual external audits of our service charge accounts. This process will begin in early 2026, with the first audits covering the previous year’s accounts. Shortlisting for potential audit firms is already underway, and we will appoint auditors with the expertise and independence needed to give leaseholders full confidence in the integrity of our reporting.

These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.



# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



Just to be clear – our Horizon has absolutely nothing whatsoever to do with the other Horizon you may have read about in the news. This one is firmly rooted in delivering accurate service charge accounting, not in causing any postal headaches!

# Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit [bit.ly/beo-emails](https://bit.ly/beo-emails)



## Key contacts

### **All general enquiries (Barbican Estate Office Reception)**

0207 029 3958

[Barbican.Estate@cityoflondon.gov.uk](mailto:Barbican.Estate@cityoflondon.gov.uk)

### **Report a repair to Property Services**

0207 029 3909 / 020 7029 3953 for Out of Hours Service

[PropertyServices@cityoflondon.gov.uk](mailto:PropertyServices@cityoflondon.gov.uk)

### **Service Charge Queries**

[DCCS-BEO-ServiceCharges@cityoflondon.gov.uk](mailto:DCCS-BEO-ServiceCharges@cityoflondon.gov.uk)



BARBICAN ESTATE OFFICE

# FINANCE REPORT

SHAKESPEARE TOWER



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& Shruti Sonawane

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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
General Repairs (Exterior)	£0	£1,786,061	£1,786,061
House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Shakespeare Tower Expenditure



For the financial year 2023/24, Shakespeare Tower recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£43,211 (52.4% under budget)**

## Communal Heating

**£167,707 (33.3% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

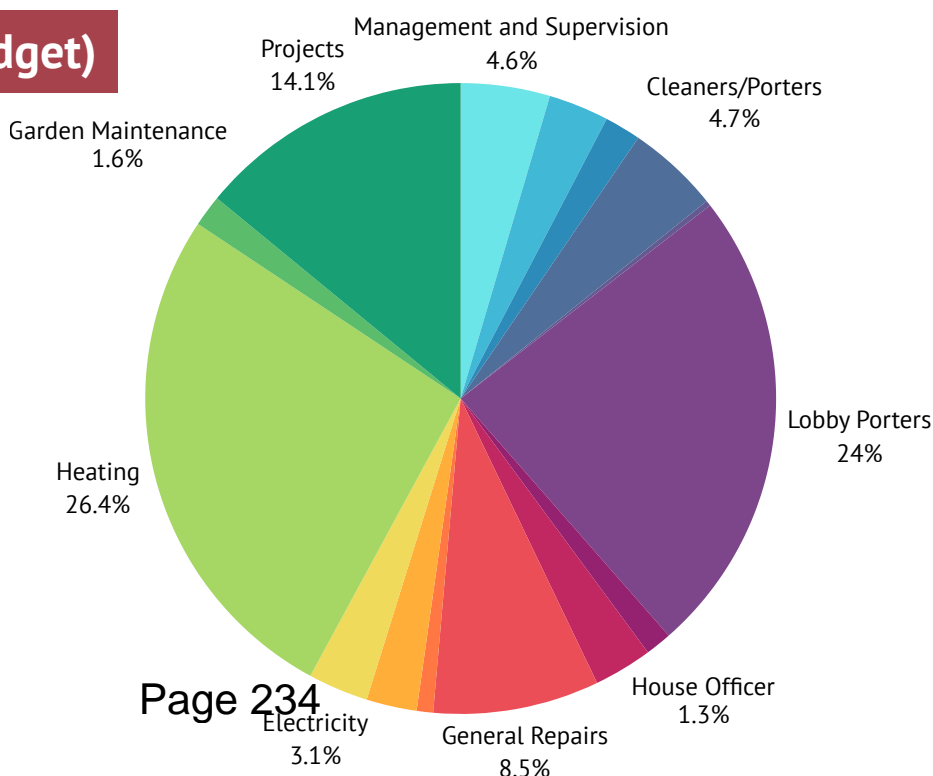
## Cleaners

**£-1,615 (2.8% over budget)**

## Lobby Porters

**£-24,435 (8.7% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standards were maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Shakespeare Tower 116 flats (10.77% of estate costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Shakespeare Tower & Proportion of Estate Costs	£45,138	£58,134	£0	£66,443	£65,188
<b>Estate Management</b>					
Resident Staff - Estate%	£38,204	£39,348	£0	£43,528	£42,309
Furniture & Fittings - Shakespeare Tower Cost	£0	£0	-	£4,334	£0
Window Cleaning- Shakespeare Tower Contract cost	£17,661	£23,638	£0	£20,310	£26,072
Cleaners/Porters - No of Cleaners for Shakespeare Tower	£53,226	£60,046	£0	£58,431	£65,205
Weekend Cleaning - Shakespeare Tower Cost	£3,059	£3,537	£0	£0	£0
Lobby Porters - tower block %	£282,054	£305,723	£0	£281,288	£297,802
House Officer - Estate%	£17,428	£17,145	£0	£19,663	£15,190
Sub Total	£411,632	£449,437	£0	£427,554	£446,578
<b>Property Management</b>					
Garchey Maintenance - Estate%	£34,291	£38,112	£0	£37,285	£34,604
General Repairs - House Cost & Estate%	£114,819	£108,323	£0	£197,637	£248,854
Technical Services - Shakespeare Tower & no of repairs orders	£8,817	£10,699	£0	£24,087	£47,149
Lift Maintenance - Shakespeare Tower	£28,193	£32,878	£0	£28,082	£30,316
Electricity (Common Parts and Lifts) - Shakespeare Tower	£60,881	£39,330	£0	£82,541	£74,937
Heating - Shakespeare Tower	£250,000	£336,299	£0	£504,006	£406,976
Sub Total	£497,001	£565,641	£0	£873,638	£842,835
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£22,206	£20,533	£0	£23,148	£22,127
<b>Total Annually Recurring Items</b>	<b>£975,977</b>	<b>£1,093,745</b>	<b>£0</b>	<b>£1,390,783</b>	<b>£1,376,728</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Asbestos Works - Shakespeare Tower cost	£4,827	£10,857		£0	£0
Water Tank Repairs/Replacement - Shakespeare Tower cost	£0	-£3,106		£0	£0
Internal Redecorations - Shakespeare Tower cost	£0	£0		£0	£77,759
Intercome Renewal - Shakespeare Tower cost	£0	£0		£0	£70,000
Lobby Refurbishment - Shakespeare Tower cost	£5,461	£9,450		£100,000	£0
Asset Management/Stock Condition Survey - Shakespeare Tower cost	£6,562	£0		£0	£0
Water Supply Works - Shakespeare Tower cost	£8,953	£9,447		£0	£0
External Redecorations - Shakespeare Tower cost	£0	£149,900		£247,081	£0
Lift Refurbishment - Shakespeare Tower cost	£2,957	£2,269		£0	£16,667
					£0
<b>Total Non-Annually Recurring Items</b>	<b>£28,760</b>	<b>£178,817</b>		<b>£347,081</b>	<b>£164,426</b>
<b>TOTAL</b>	<b>£1,004,737</b>	<b>£1,272,562</b>		<b>£1,737,864</b>	<b>£1,541,154</b>



# Estate Wide Budget 2025/26

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Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
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Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
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S. & M. (Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
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ESTIMATED SERVICE COSTS 2025/26 Shakespeare Tower 116 flats (10.77% of estate costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Shakespeare Tower & Proportion of Estate Costs	£65,188	£137,804
<b>Estate Management</b>		
Resident Staff - Estate%	£42,309	£46,813
Furniture & Fittings - Shakespeare Tower Cost	£0	£0
Window Cleaning- Shakespeare Tower Contract cost	£26,072	£10,000
Cleaners/Porters - No of Cleaners for Shakespeare Tower & Estate%	£65,205	£69,158
Lobby Porters - tower block %	£297,802	£305,333
House Officer - Estate%	£15,190	£19,270
Sub Total	£446,578	£450,574
<b>Property Management</b>		
Garchey Maintenance - Estate%	£34,604	£34,144
General Repairs - Shakespeare Tower Cost & Estate%	£248,854	£201,072
Technical Services - Shakespeare Tower & no of repairs orders	£47,149	£48,069
Lift Maintenance - Shakespeare Tower	£30,316	£17,985
Electricity (Common Parts and Lifts) - Shakespeare Tower	£74,937	£73,075
Heating - Shakespeare Tower	£406,976	£475,450
Sub Total	£842,835	£849,794
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£22,127	£21,323
<b>Total Annually Recurring Items</b>	<b>£1,376,728</b>	<b>£1,459,495</b>
<b>Non-Annually Recurring Items - Major Works</b>		
Lift Refurbishment - Shakespeare Tower cost	£16,667	£0
Internal Redecorations - Shakespeare Tower cost	£77,759	£0
Lobby Refurbishment - Shakespeare Tower cost	£0	£0
External Redecorations - Shakespeare Tower cost	£0	£0
Intercom Renewal - Shakespeare Tower cost	£70,000	£0
<b>Total Non-Annually Recurring Items</b>	<b>£164,426</b>	<b>£0</b>
<b>TOTAL</b>	<b>£1,541,154</b>	<b>£1,459,495</b>

# Ongoing works

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2025/26 and beyond

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We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

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We are committed – and legally required – to undertake independent annual external audits of our service charge accounts. This process will begin in early 2026, with the first audits covering the previous year’s accounts. Shortlisting for potential audit firms is already underway, and we will appoint auditors with the expertise and independence needed to give leaseholders full confidence in the integrity of our reporting.

These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.



# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



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BARBICAN ESTATE OFFICE

# FINANCE REPORT

**SPEED HOUSE**



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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
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House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Speed House Expenditure



For the financial year 2023/24, Speed House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£21,672 (28.1% under budget)**

## Communal Heating

**£92,296 (31.8% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

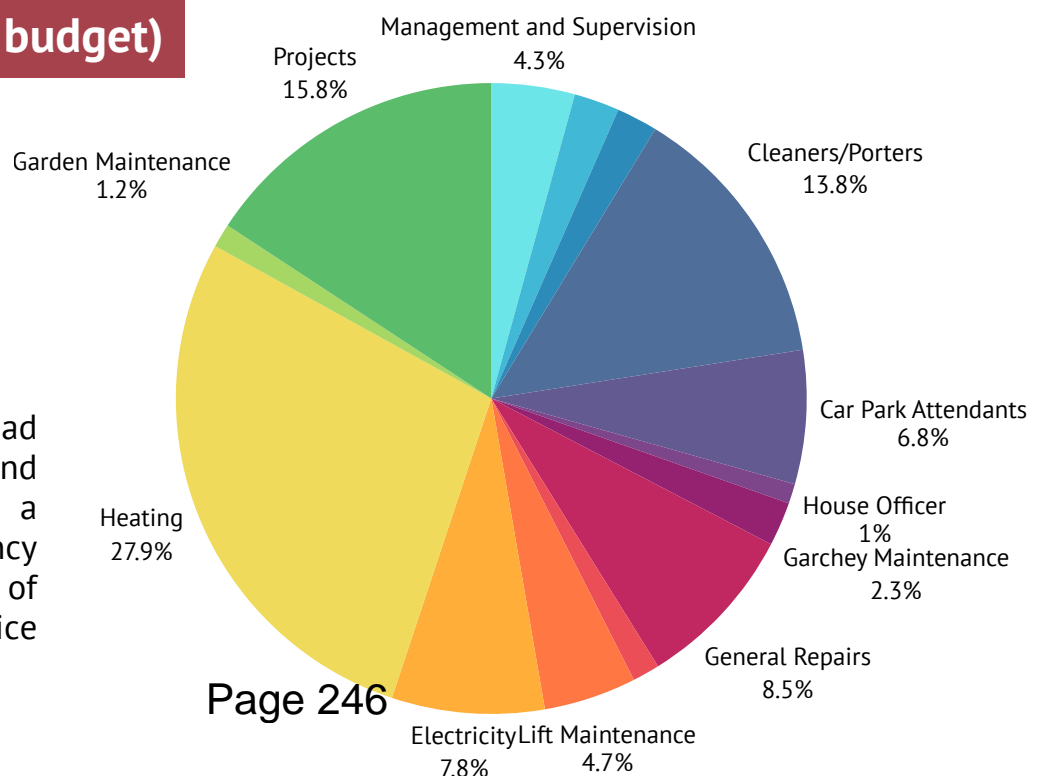
## Cleaners

**£4,052 (4.3% over budget)**

## Car Park Attendants

**£6,177 (14.5% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Speed House 114 FLATS (4.52% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
	£	£		£	£
<b>Customer Care</b>					
Costs of Management and Supervision - Speed House & Proportion of Estate Costs	£28,328	£30,333	£0	£37,736	£36,129
<b>Estate Management</b>					
Resident Staff - Estate%	£16,034	£16,514	£0	£18,268	£17,757
Furniture & Fittings - Speed House Cost	£0	£0	£0	£0	£0
Window Cleaning- Speed House Contract cost	£11,547	£14,980	£0	£13,144	£16,873
Cleaners/Porters - No of Cleaners for Speed House	£88,785	£98,183	£0	£94,131	£105,674
Car Park Attendants- Terrace Block %	£43,944	£48,654	£0	£42,477	£46,290
House Officer - Estate%	£7,314	£7,195	£0	£8,252	£6,375
Sub Total	£167,624	£185,526	£0	£176,272	£192,969
<b>Property Management</b>					
Garchey Maintenance - Estate%	£14,392	£15,995	£0	£15,648	£14,523
General Repairs - Speed House Cost & Estate%	£125,243	£60,340	-£1	£139,513	£159,878
Technical Services - Speed House & no of repairs orders	£9,053	£9,923	£0	£10,109	£19,788
Lift Maintenance - Speed House	£33,468	£33,692	£0	£33,830	£36,019
Electricity (Common Parts and Lifts) - Speed House	£63,835	£55,574	£0	£77,246	£62,533
Heating - Speed House	£150,000	£198,365	£0	£290,661	£230,101
Sub Total	£395,991	£373,890	£0	£567,007	£522,842
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£9,320	£8,617	£0	£9,715	£9,286
<b>Total Annually Recurring Items</b>	£601,263	£598,366	£0	£790,730	£761,226
<b>Non-Annually Recurring Items - Major Works</b>					
External Redecorations - Speed House cost	£0	£0		£0	£188,664
Water Tank Repairs/Replacement - Speed House cost	£0	-£145		£0	£0
Electrical Testing - Speed House cost	£6,315	£16,250		£16,250	£0
Asset Management/Stock Condition Survey - Speed House cost	£3,426	£0		£0	£0
Water Supply Works - Speed House cost	£1,852	£1,856		£0	£0
Asbestos Works - Speed House cost	£11,979	£2,354		£0	£0
Replacement Window & Door Frames - Speed House cost	£15,420	£0		£0	£0
Internal Redecorations - Speed House cost	£0	£91,603		£85,116	£0
<b>Total Non-Annually Recurring Items</b>	£38,992	£111,919		£101,366	£188,664
<b>TOTAL</b>	£640,255	£710,285		£892,096	£949,890



# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S.& M.(Estate-wide proportion) DB	£678,914	£540,000	£138,914
S.& M.(Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>

ESTIMATED SERVICE COSTS 2025/26 Speed House 114 FLATS (4.52% of Estate Costs)	ESTIMATE	ESTIMATE
	2024/25	2025/26
	£	£
<b>Customer Care</b> Costs of Management and Supervision - Speed House & Proportion of Estate Costs	£36,129	£72,354
<b>Estate Management</b> Resident Staff - Estate% Furniture & Fittings - Speed House Cost Window Cleaning- Speed House Contract cost Cleaners/Porters - No of Cleaners for Speed House & Estate% Car Park Attendants- Terrace Block % House Officer - Estate%	£17,757 £0 £16,873 £105,674 £46,290 £6,375	£19,647 £0 £10,000 £115,360 £48,234 £8,087
Sub Total	£192,969	£201,328
<b>Property Management</b> Garchey Maintenance - Estate% General Repairs - House Cost & Estate% Technical Services - Speed House & no of repairs orders Lift Maintenance - Speed House Electricity (Common Parts and Lifts) - Speed House Heating - Speed House	£14,523 £159,878 £19,788 £36,019 £62,533 £230,101	£14,330 £84,386 £20,174 £42,959 £67,127 £268,250
Sub Total	£522,842	£497,226
<b>Open Spaces</b> Garden Maintenance - Estate %	£9,286	£8,949
<b>Total Annually Recurring Items</b>	<b>£761,226</b>	<b>£779,858</b>
<b>Non-Annually Recurring Items - Major Works</b> External Redecorations - Speed House cost Electrical Testing - Speed House cost Internal Redecorations - Speed House cost	£188,664 £0 £0	£0 £0 £0
<b>Total Non-Annually Recurring Items</b>	<b>£188,664</b>	<b>£0</b>
<b>Page 249 TOTAL</b>	<b>£949,890</b>	<b>£779,858</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

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BARBICAN ESTATE OFFICE

# FINANCE REPORT

THOMAS MORE HOUSE



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Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

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# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





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<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Thomas More House Expenditure



For the financial year 2023/24, Thomas More House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£25,708 (31.9% under budget)**

## Communal Heating

**£168,328 (37.5% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

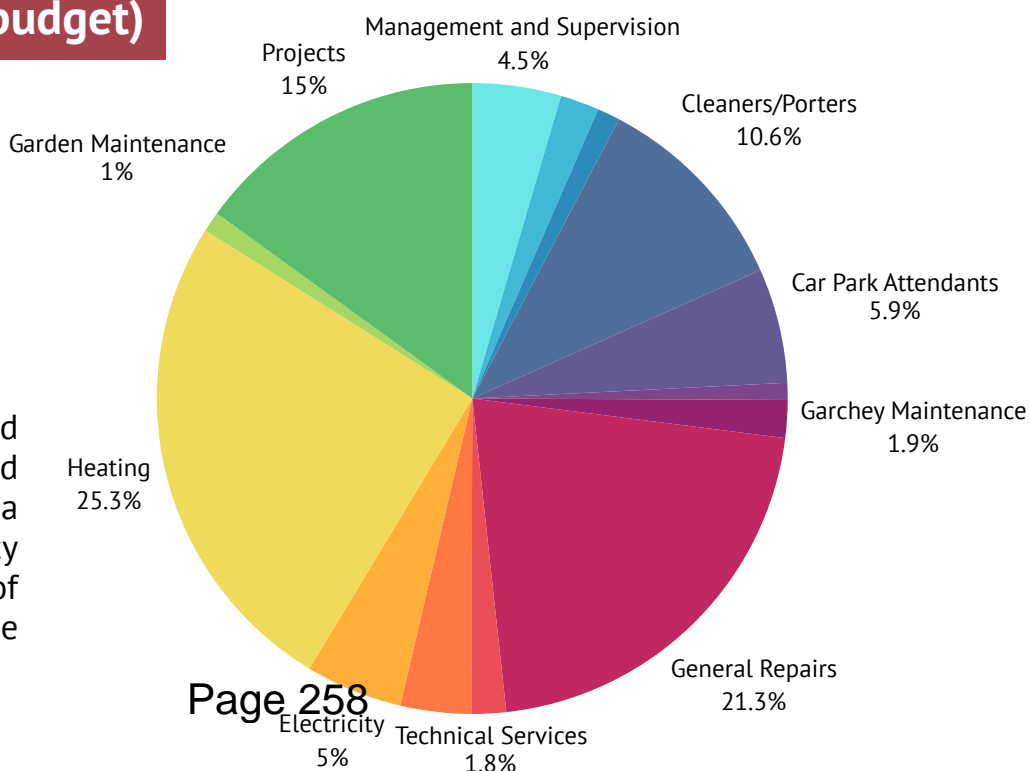
## Cleaners

**-£2,883 (2.5% over budget)**

## Car Park Attendants

**-£8,258 (14.5% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Thomas More House 165 FLATS (6.04% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Thomas More House & Proportion of Estate Costs	£41,250	£50,285	£0	£47,285	£45,485
<b>Estate Management</b>					
Resident Staff - Estate%	£21,426	£22,067	£0	£24,411	£23,728
Furniture & Fittings - Thomas More House Cost	£0	£0		£0	£0
Window Cleaning- Thomas More House Contract cost	£9,854	£12,915	£0	£11,332	£14,547
Cleaners/Porters - No of Cleaners for Thomas More House	£108,298	£117,702	£0	£114,819	£128,899
Car Park Attendants- Terrace Block %	£58,725	£65,020	£0	£56,762	£61,857
House Officer - Estate%	£9,774	£9,615	£0	£11,027	£8,519
Sub Total	£208,077	£227,319	£0	£218,351	£237,550
<b>Property Management</b>					
Garchey Maintenance - Estate%	£19,231	£21,374	£0	£20,910	£19,407
General Repairs - Thomas More House Cost & Estate%	£257,974	£235,540	£0	£188,538	£215,880
Technical Services - Thomas More House & no of repairs orders	£16,685	£19,586	£0	£13,508	£26,442
Lift Maintenance - Thomas More House	£40,048	£40,138	£0	£40,430	£42,926
Electricity (Common Parts and Lifts) - Thomas More House	£60,267	£54,946	£0	£80,654	£65,277
Heating - Thomas More House	£220,000	£280,224	£0	£448,552	£355,695
Sub Total	£614,206	£651,808	£0	£792,592	£725,626
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£12,454	£11,515	£0	£12,982	£12,409
<b>Total Annually Recurring Items</b>	£875,986	£940,927	£0	#####	#####
<b>Non-Annually Recurring Items - Major Works</b>					
Electrical Testing - Thomas More House cost	£5,841	£0		£0	£0
Asset Management/Stock Condition Survey - Thomas More House cost	£4,352	£0		£0	£0
Water Tank Repairs/Replacement - Thomas More House cost	£0	£685		£0	£0
Water Supply Works - Thomas More House cost	£14,328	£13,509		£0	£0
Asbestos Works - Thomas More House cost	£1,508	£13,185		£0	£0
Internal Redecorations - Thomas More House cost	£0	£112,209		£122,628	£0
Replacement Window & Door Frames - Thomas More House Cost	£0	£26,652		£20,900	£0
<b>Total Non-Annually Recurring Items</b>	£26,030	£166,241		£143,528	£0
<b>TOTAL</b>	£902,016	£1,107,169		#####	#####



# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

The Energy cost variance of £488 is largely due to a reduction in the unit price of electricity after the budget was set. When the budget was set the unit price for electricity was very high. When the estate wide heating was switched on, the reduced unit price for electricity was used resulting in the cost being significantly lower than budgeted for. Also, we have received power purchase agreement credits, which has further reduced the energy costs.

PARTICULARS	ESTIMATES		DIFFERENCE
	2024/25	2025/26	
Electricity (Common Parts and Lifts)	£930,804	£981,425	-£50,621
Lift Maintenance	£396,239	£434,587	-£38,348
Resident Engineers	£404,000	£447,000	-£43,000
Furniture & Fittings	£30,001	£30,000	£1
Window cleaning	£269,199	£215,000	£54,199
Cleaning Materials	£28,000	£21,000	£7,000
Cleaning Equipment	£6,000	£8,000	-£2,000
Weekend Cleaning	£14,236	£0	£14,236
Estate Cleaners	£1,352,582	£1,484,719	-£132,137
Garden Maintenance	£220,000	£212,000	£8,000
Car Park Attendants	£772,498	£804,925	-£32,427
Hall Porters	£893,407	£916,000	-£22,593
Garchey Maintenance	£321,300	£317,025	£4,275
Pest Control (include in cleaning)	£0	£30,000	-£30,000
Storekeeper	£0	£0	£0
General Maintenance (Estate)	£3,144,000	£1,941,000	£1,203,000
House Officers	£145,042	£184,000	-£38,958
S & M Technical	£450,215	£459,000	-£8,785
Adjustments (+/-) to Maint.& Repairs figures			
Sub-total of apportioned services	£9,377,523	£8,485,681	£891,842
S. & M. (Estate-wide proportion) DB	£678,914	£540,000	£138,914
S. & M. (Direct element)	£0	£844,000	-£844,000
Redecoration - Internal only	£320,084	£0	£320,084
Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
Heating	£4,581,233	£5,065,150	-£483,917
<b>Total Services &amp; Heating</b>	<b>£16,296,044</b>	<b>£14,934,831</b>	<b>£1,361,213</b>

<b>ESTIMATED SERVICE COSTS 2025/26</b> <b>Thomas More House</b> <b>165 FLATS (6.04% of Estate Costs)</b>	<i>ESTIMATE</i>  2024/25	<i>ESTIMATE</i>  2025/26
<b>Customer Care</b> Costs of Management and Supervision - Thomas More House & Proportion of Estate Costs	£  £45,485	£  £90,239
<b>Estate Management</b> 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 - Time to Thomas More House & Estate% <div>Sub Total</div>	£23,728 £0 £14,547 £128,899 £61,857 £8,519 £237,550	£26,253 £0 £13,000 £140,714 £64,454 £10,807 £255,228
<b>Property Management</b> 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 <div>Sub Total</div>	£19,407 £215,880 £26,442 £42,926 £65,277 £355,695 £725,626	£19,148 £112,764 £26,958 £52,875 £65,444 £384,800 £661,989
<b>Open Spaces</b> Garden Maintenance - Estate %	£12,409	£11,958
<b>Total Annually Recurring Items</b>	<b>£1,021,070</b>	<b>£1,019,415</b>
<b>Non-Annually Recurring Items - Major Works</b> Internal Redecorations - Thomas More House Cost Window Replacement - Thomas More House Cost	£0 £0	£0 £0
<b>Total Non-Annually Recurring Items</b>	<b>£0</b>	<b>£0</b>
<b>TOTAL</b>	<b>£1,021,070</b>	<b>£1,019,415</b>

# Ongoing works

## Forthcoming Work on Service Charge Management

2025/26 and beyond

## Final Year of “DCCS Recharges” and “Supervision of Management” Lines

As part of our ongoing commitment to improving the clarity and transparency of service charge reporting on the Barbican Estate, a number of important changes and activities will be taking place over the coming months.

The 2025/26 budget will be the final year in which you will see “DCCS Recharges” and “Supervision of Management” presented as single, high-level line items in your service charge schedule. From 2026/27 onwards, these costs will instead be broken down to individual expenditure headings. This change will give you a much clearer view of exactly where and how money is being spent, ensuring transparency and enabling full accountability for each area of expenditure.

We have been working closely with the Service Charge Working Party on this key improvement and are grateful for their ongoing input and challenge.

## Heat Billing

From 2022/23

We still have heat billing of approximately £1 million from the 2022/23 financial year to apportion to leaseholders. This is a complex but essential reconciliation process, and we are committed to completing this by the end of the current financial year. This will ensure that all past usage is fully and fairly accounted for.

## External Annual Audits

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These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.



# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



Just to be clear – our Horizon has absolutely nothing whatsoever to do with the other Horizon you may have read about in the news. This one is firmly rooted in delivering accurate service charge accounting, not in causing any postal headaches!

# Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit [bit.ly/beo-emails](https://bit.ly/beo-emails)



## Key contacts

### **All general enquiries (Barbican Estate Office Reception)**

0207 029 3958

[Barbican.Estate@cityoflondon.gov.uk](mailto:Barbican.Estate@cityoflondon.gov.uk)

### **Report a repair to Property Services**

0207 029 3909 / 020 7029 3953 for Out of Hours Service

[PropertyServices@cityoflondon.gov.uk](mailto:PropertyServices@cityoflondon.gov.uk)

### **Service Charge Queries**

[DCCS-BEO-ServiceCharges@cityoflondon.gov.uk](mailto:DCCS-BEO-ServiceCharges@cityoflondon.gov.uk)



BARBICAN ESTATE OFFICE

# FINANCE REPORT

WILLOUGHBY HOUSE



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& Shruti Sonawane

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## Service Charge Management

As Director of Estates and Property Management, I remain committed to delivering service charges that are clearer, more concise, and supported by strong narrative and transparent accountability. Over the past year, we have been taking important steps to improve the way service charges are presented, managed, and explained to leaseholders.

This transformation is now being led by Shruti, a highly qualified and experienced accounting and finance professional who joined us six months ago. Shruti brings a wealth of technical expertise and a fresh perspective to how we account for, forecast, and report service charge expenditure. Her leadership is central to driving the improvements we are making, ensuring both accuracy and clarity in our processes.

This booklet contains two key elements:

- The actual accounts for 2023/2024 – a full record of expenditure incurred in delivering services during that year.
- The budget for 2025/2026 – a forward-looking plan that sets out the expected costs of service provision for that period.

We know there is still more work to do. The complexity of managing a large and unique estate such as the Barbican means there are challenges to overcome, and we recognise that clarity, detail, and transparency must continue to improve. However, with the dedicated work of our team and the expertise now in place, we are confident in our ability to deliver the high standards of financial reporting and accountability you rightly expect.

Thank you for your continued engagement as we progress this important work.

**Daniel Sanders**  
*Director of Property and  
Estate Management – Barbican*

**Shruti S.**  
*Service Charge & Revenues Manager*



# Estate wide expenditure 2023/24

The below chart and table opposite compare the combined expenditure for all blocks across the estate, covering the period from 1 April 2023 to 31 March 2024.

<b>Estimates:</b>	<b>Actuals:</b>	<b>Underspend:</b>
<b>£16.9m</b>	<b>£14.1m</b>	<b>£2.77m</b>

## How was the budget split?





Particulars	Estimates	Actuals	Variation
Electricity (Common Parts and Lifts)	£1,138,591	£772,878	-£365,713
Lift Maintenance	£366,987	£396,338	£29,351
Resident Engineers	£415,636	£375,723	-£39,913
Furniture & Fittings	£26,000	-£9,243	-£35,243
Window Cleaning	£209,581	£245,754	£36,173
Cleaning Materials including refuse sacks	£26,000	£23,591	-£2,409
Cleaning Equipment	£4,000	£2,495	-£1,505
Additional Refuse Collection/cleaning	£15,700	£15,578	-£122
Estate Cleaners	£1,204,117	£1,258,038	£53,921
Garden Maintenance	£230,150	£204,152	-£25,998
Car Park Attendants	£708,867	£812,755	£103,888
Hall Porters	£843,864	£917,170	£73,306
Garchey Maintenance	£344,360	£351,824	£7,464
Pest Control	£0	£23,498	£23,498
General Maintenance (Estate)	£2,781,040	£236,713	-£2,544,327
Electrical Repairs (Common Parts)	£0	£196,428	£196,428
Electrical Repairs (Exterior)	£0	£0	£0
General Repairs (Common Parts)	£0	£163,082	£163,082
General Repairs (Exterior)	£0	£1,786,061	£1,786,061
House Officer	£187,758	£163,712	-£24,046
S & M Technical	£227,616	£241,945	£14,329
Estate Wide Proportion of Supervision & Management Costs	£738,132	£672,860	-£65,272
Internal Redecorations	£543,293	£451,561	-£91,732
External Redecorations	£494,161	£403,629	-£90,532
Lobby Refurbishment - Shakespeare/ Carpet Replacement	£156,000	£74,769	-£81,231
Replacement Window & Door Frames	£389,885	£165,375	-£224,510
Lift refurbishment towers - Staff Costs & Consultants	£100,000	£6,806	-£93,194
Emergency lighting	£21,100	£23,085	£1,985
Electrical testing	£46,685	£64,750	£18,065
Asbestos	£0	£77,633	£77,633
Water Tank Replacement	£0	-£4,071	-£4,071
Safety/Security	£0	£41,556	£41,556
Water supply works	£0	£76,362	£76,362
Roof Repairs	£0	£11,872	£11,872
Heating	£5,680,005	£3,882,354	-£1,797,651
<b>Total Services &amp; Heating</b>	<b>£16,899,528</b>	<b>£14,127,034</b>	<b>-£2,772,494</b>

(Subject to block adjustments)

# Willoughby House Expenditure

For the financial year 2023/24, Willoughby House recorded an overall underspend against budget. Credits for this underspend were issued with invoices in June 2024 – leaseholders would have paid significantly less (or in some instances nothing) for the first quarter of their service charge.

## Electricity

**£50,075 (45% under budget)**

## Communal Heating

**£122,107 (31.9% under budget)**

The City of London procures energy through a Power Purchase Agreement with a solar farm and during this budget year it was able to sell excess energy back to the grid at a significantly higher rate than original purchase cost. This surplus has been redistributed across the City of London portfolio the same way energy costs are charged resulting in a significant underspend for the Barbican who are the single largest consumer of electricity for the City.

## Cleaners

**-£7,112 (6.8% over budget)**

## Car Park Attendants

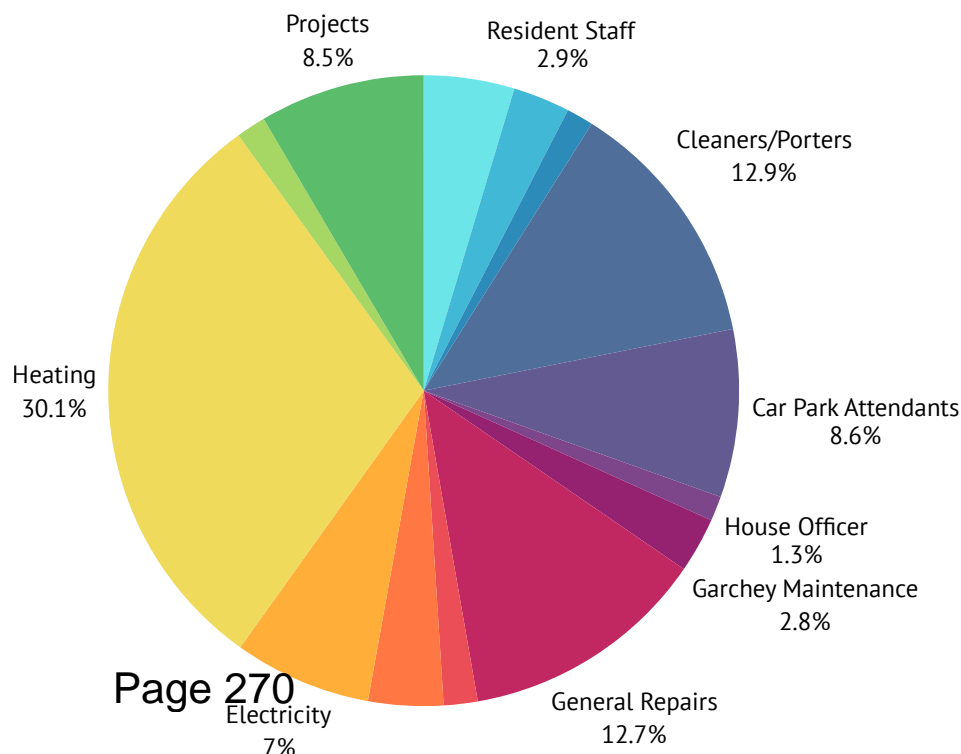
**-£9,551 (14.7% over budget)**

Through the year we had instances of sickness and absence which drove a requirement to use agency staff to ensure the standard of cleaning and car park service was maintained.

## Lift Maintenance

**-£12,836 (62.7% over budget)**

This significant overrun is due to unbudgeted repairs of critical components to ensure safe operation of the lifts across Willoughby House.



# Service Charge Costs 2023/24

Actual Service Charge Costs 2023/24 Willoughby House 148 FLATS (6.92% of Estate Costs)	Actual 2022/23	Actual 2023/24	Actual % Difference	Estimate 2023/24	Estimate 2024/25
<b>Customer Care</b>	£	£		£	£
Costs of Management and Supervision - Willoughby House & Proportion of Estate Costs	£32,414	£40,237	£0	£42,164	£41,185
<b>Estate Management</b>					
Resident Staff - Estate%	£24,547	£25,282	£0	£27,968	£27,185
Furniture & Fittings - Willoughby House Cost	£0	£0		£0	£0
Window Cleaning- Willoughby House Contract cost	£9,262	£11,984	£0	£10,515	£13,498
Cleaners/Porters - No of Cleaners for Willoughby House	£101,468	£111,977	£0	£104,865	£120,770
Car Park Attendants- Terrace Block %	£67,362	£74,583	£0	£65,032	£70,870
House Officer -Estate%	£11,198	£11,016	£0	£12,634	£9,760
Sub Total	£213,837	£234,842	£0	£221,014	£242,084
<b>Property Management</b>					
Garchey Maintenance - Estate%	£22,033	£24,488	£0	£23,957	£22,234
General Repairs - Willoughby House Cost & Estate%	£124,470	£109,955	£0	£113,820	£151,378
Technical Services - Willoughby House & no of repairs orders	£10,313	£15,052	£0	£15,476	£30,295
Lift Maintenance - Willoughby House	£20,204	£33,306	£1	£20,470	£21,804
Electricity (Common Parts and Lifts) - Willoughby House	£78,788	£61,084	£0	£111,159	£89,986
Heating - Willoughby House	£180,000	£261,098	£0	£383,205	£299,656
Sub Total	£435,808	£504,983	£0	£668,087	£615,353
<b>Open Spaces</b>					
Garden Maintenance - Estate %	£14,268	£13,193	£0	£14,873	£14,218
<b>Total Annually Recurring Items</b>	<b>£696,327</b>	<b>£793,255</b>	<b>£0</b>	<b>£946,138</b>	<b>£912,840</b>
<b>Non-Annually Recurring Items - Major Works</b>					
Electrical Testing - Willoughby House Cost	£0	£0		£1,920	£0
Water Tank Repairs/Replacement - Willoughby House cost	£0	£183		£0	£0
Asset Management/Stock Condition Survey - Willoughby House cost	£4,804	£0		£0	£0
Replacement Window & Door Frames - Willoughby House cost	£0	£9,200		£0	£0
Asbestos Works - Willoughby House cost	£3,040	£297		£0	£0
Water Supply Works - Willoughby House cost	£925	£901		£0	£0
External Redecorations - Willoughby House cost	£0	£0		£0	£226,633
Internal Redecorations - Willoughby House cost	£11,458	£62,824		£70,042	£0
<b>Total Non-Annually Recurring Items</b>	<b>£20,227</b>	<b>£73,404</b>		<b>£71,962</b>	<b>£226,633</b>
<b>TOTAL</b>	<b>£716,554</b>	<b>£866,659</b>		<b>£1,018,100</b>	<b>£1,139,473</b>



# Estate Wide Budget 2025/26

Repairs and maintenance cost have been decreased by £1,125k compared to the original budget. There has been a review carried out on the pricing cost received from our contractors plus a 30% reactive tolerance has been factored into the estimates for 2025-26. Based on the cost submissions from the new Repair & Maintenance contractors we are confident we will see material change in the expenditure, through ensuring an improved rate of repairs, and costing matrix, ensuring quality of works through inspection, triggering incentive and penalisation contract clauses.

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Cleaning Equipment	£6,000	£8,000	-£2,000
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Redecoration-External only	£1,218,290	£0	£1,218,290
Lift Refurbishment	£50,000	£0	£50,000
Intercom Renewal	£70,000	£0	£70,000
Services total	£11,714,811	£9,869,681	£1,845,130
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	2024/25	2025/26
<b>Customer Care</b>	£	£
Costs of Management and Supervision - Willoughby House & Proportion of Estate Costs	£41,185	£94,879
<b>Estate Management</b>		
Resident Staff - Estate%	£27,185	£30,078
Furniture & Fittings - Willoughby House Cost	£0	£0
Window Cleaning- Willoughby House Contract cost	£13,498	£13,000
Cleaners/Porters - No of Cleaners for Willoughby House & Estate%	£120,770	£131,841
Car Park Attendants- Terrace Block %	£70,870	£73,845
House Officer - Estate%	£9,760	£12,381
Sub Total	£242,084	£261,145
<b>Property Management</b>		
Garchey Maintenance - Estate%	£22,234	£21,938
General Repairs - House Cost & Estate%	£151,378	£129,194
Technical Services - Willoughby House & no of repairs orders	£30,295	£30,886
Lift Maintenance - Willoughby House	£21,804	£26,974
Electricity (Common Parts and Lifts) - Willoughby House	£89,986	£96,598
Heating - Willoughby House	£299,656	£343,175
Sub Total	£615,353	£648,765
<b>Open Spaces</b>		
Garden Maintenance - Estate %	£14,218	£13,701
<b>Total Annually Recurring Items</b>	<b>£912,840</b>	<b>£1,018,490</b>
<b>Non-Annually Recurring Items - Major Works</b>		
External Redecorations - Willoughby House cost	£226,633	£0
Internal Redecorations - Willoughby House cost	£0	£0
Electrical Testing - Willoughby House cost	£0	£0
<b>Total Non-Annually Recurring Items</b>	<b>£226,633</b>	<b>£0</b>
<b>Page 273 TOTAL</b>	<b>£1,139,473</b>	<b>£1,018,490</b>

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These actions are part of our wider programme of work to strengthen financial management, increase visibility over costs, and ensure that the service charges you pay are reported and explained in the clearest possible way. While we recognise there is still more progress to be made, these are important steps towards delivering the level of detail, accountability, and trust you expect.



# Horizon, Our New Service Charge Management System

We have been using Horizon for some time now to manage service charge billing. From the 2026/27 financial year, we will begin using it in full – running not only billing, but also our budgets and expenditure through the system.

This will give us real-time reporting on actual costs versus budget, enabling quicker identification of variances and more informed decision-making throughout the year. It will also make budgeting, accounting, and billing far less labour-intensive, freeing up more time for the team to focus on service delivery rather than manual administration.

## In addition, the system will:



**Improve accuracy by reducing the potential for manual data entry errors.**



**Provide clearer, more consistent reporting formats for leaseholders.**



**Allow for easier retrieval of historical data for comparison and analysis.**



Just to be clear – our Horizon has absolutely nothing whatsoever to do with the other Horizon you may have read about in the news. This one is firmly rooted in delivering accurate service charge accounting, not in causing any postal headaches!

# Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit [bit.ly/beo-emails](https://bit.ly/beo-emails)



## Key contacts

### **All general enquiries (Barbican Estate Office Reception)**

0207 029 3958

[Barbican.Estate@cityoflondon.gov.uk](mailto:Barbican.Estate@cityoflondon.gov.uk)

### **Report a repair to Property Services**

0207 029 3909 / 020 7029 3953 for Out of Hours Service

[PropertyServices@cityoflondon.gov.uk](mailto:PropertyServices@cityoflondon.gov.uk)

### **Service Charge Queries**

[DCCS-BEO-ServiceCharges@cityoflondon.gov.uk](mailto:DCCS-BEO-ServiceCharges@cityoflondon.gov.uk)



# Agenda Item 8

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<b>Committees:</b> Barbican Estate Residents Consultation Committee ( <i>For information</i> ) Barbican Residential Committee [ <i>for decision</i> ] Projects and Procurement Sub-Committee [ <i>for information</i> ]	<b>Dates:</b> 1 September 2025  15 September 2025 04 September 2025
<b>Subject:</b> Barbican Residential Estate Lift Refurbishment  <b>Unique Project Identifier:</b> 594	<b>Gateway 2:</b> <b>Project Proposal</b> Complex
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> William Roberts	<b>For Decision</b>
<b>PUBLIC</b>	

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> The lifts across the Barbican Residential Estate are end of life and requiring overhaul. The project will be to complete an estate wide lift refurbishment programme.</p> <p><b>Next Gateway:</b> Gateway 3 - Outline Options Appraisal (Complex)</p> <p><b>Next Steps:</b></p> <ol style="list-style-type: none"><li>1. Appoint design team.</li><li>2. Undertake surveys and develop works specification for the Phase 1 Works (Lauderdale Tower, Shakespeare Tower, and Cromwell Tower).</li><li>3. Gateway 3 – Outline Options Appraisal.</li></ol> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. That the project is approved to progress to Gateway 3 – Outline Options Appraisal via the complex approval track</li><li>2. That budget of <b>£438,000</b> is approved to reach the next Gateway for the <b>Phase 1</b> works;</li><li>3. Note the total estimated project budget of the <b>Phase 1</b> works is estimated at <b>c.£6,312,000</b>. The total estimated project budget and estimated costs of Phase 1 will be refined again at Gateway 3;</li></ol>
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2. Resource requirements to reach next Gateway	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Consultancy Fees</td><td>Complete design solution for lift refurbishments at Lauderdale Tower, Shakespeare Tower, and Cromwell Tower.</td><td>Long Lessee contributions/Barbican Res. Local Risk budget *</td><td>£215,250</td></tr><tr><td>Staff Costs</td><td>Project Management, Legal, Procurement</td><td>Long Lessee contributions/Barbican Res. Local Risk budget *</td><td>£222,750</td></tr><tr><td>Total</td><td></td><td></td><td>£438,000</td></tr><tr><td>*Funding Breakdown</td><td>Long Lessee contributions (95%)  Barbican Res. Local Risk Budgets</td><td></td><td></td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Consultancy Fees	Complete design solution for lift refurbishments at Lauderdale Tower, Shakespeare Tower, and Cromwell Tower.	Long Lessee contributions/Barbican Res. Local Risk budget *	£215,250	Staff Costs	Project Management, Legal, Procurement	Long Lessee contributions/Barbican Res. Local Risk budget *	£222,750	Total			£438,000	*Funding Breakdown	Long Lessee contributions (95%)  Barbican Res. Local Risk Budgets		
	Item	Reason	Funds/ Source of Funding	Cost (£)																	
	Consultancy Fees	Complete design solution for lift refurbishments at Lauderdale Tower, Shakespeare Tower, and Cromwell Tower.	Long Lessee contributions/Barbican Res. Local Risk budget *	£215,250																	
	Staff Costs	Project Management, Legal, Procurement	Long Lessee contributions/Barbican Res. Local Risk budget *	£222,750																	
	Total			£438,000																	
	*Funding Breakdown	Long Lessee contributions (95%)  Barbican Res. Local Risk Budgets																			
<b>Costed Risk Provision requested for this Gateway: X</b> (as detailed in the Risk Register – Appendix 2)																					
<i>List the resource requirements to reach the next Gateway in the table above including staff costs. Please keep the requested CRP separate.</i>																					
3. Governance arrangements	<ul style="list-style-type: none"><li>• <b>Service Committee:</b> Barbican Residential Committee</li><li>• <b>Senior Responsible Officer:</b> Dan Sanders, Director of Barbican Residential Estate</li></ul>																				
	The project will be monitored by the Housing Programme Board.																				

## **Project Summary**

<b>4. Context</b>	<p>The City has a duty to keep the residential blocks of the Barbican Residential Estate in good repair.</p> <p>The lifts across the estate are end of life and requiring overhaul. Replacement parts are becoming increasingly difficult to source, with repairs taking prolonged periods of time due to age of the lifts.</p> <p>The project will bring the lifts up to a good standard of repair, whilst also bringing them up to current regulations.</p>
<b>5. Brief description of project</b>	<p>The lifts are at end of life and require complete refurbishment owing to overall age and condition of lifts, the fact lifts do not comply with present-day regulations, and that some parts are now obsolete within lifts.</p> <p>The works will be specified by a lift consultant with extensive knowledge of lifts, including experience of lifts in high-rise buildings.</p> <p>The appointed contractor will be required to have experience working in high-rise residential properties, to ensure quality is maximised and disruption to residents is minimised where able.</p>
<b>6. Consequences if project not approved</b>	<p>The City will fail to maintain its residential assets.</p> <p>The lifts will remain in breach of present-day regulations.</p> <p>As lift outages occur at a more frequent rate owing to the age and condition of the lifts, repairs will become more costly and time consuming as parts become more scarce or obsolete.</p> <p>With the works taking several years to complete, there is already great urgency to progress with these works.</p>
<b>7. SMART project objectives</b>	<p>The Barbican Residential Estate maintained to the high standards required.</p> <p>Resident satisfaction improved with the number of resident complaints reducing.</p>
<b>8. Key benefits</b>	<p>Ensure resident satisfaction and safeguard the City's reputation by maintaining the Barbican Estate to the high standards required.</p> <p>Maintenance of property values.</p> <p>Reduction in call-out repair costs and subsequent management costs.</p> <p>Lower costs per repair due to the economies of scale realised.</p>

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<b>9. Project category</b>	7b. Major renewals, typically of a one-off nature (supplementary revenue)
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	N/A

### **Options Appraisal**

<b>12. Overview of options</b>	<ol style="list-style-type: none"> <li>1. Procure a lift consultant to investigate the existing lifts to all blocks in the Barbican Estate, specifying proposed refurbishment works to be undertaken to modernise the lifts. The works are to be complete in phases, with Phase One consisting of works to Lauderdale Tower, Shakespeare Tower and Cromwell Tower. The following phases will be determined based on the condition of the lifts within the individual blocks.</li> <li>2. Do nothing. Leading to further outages of the lifts and increased costs and timescales for repairs, with the potential of some obsolete parts no longer being repair/replaceable.</li> </ol>
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### **Project Planning**

<b>13. Delivery period and key dates</b>	<p><b>Overall project:</b> Anticipated overall project works are to be complete by 2032-2035 dependant on phasing. Phase One works anticipated to be complete Q4 2029.</p> <p><b>Key dates:</b></p> <p><b>Phase One</b></p> <p>Gateway 2 – September 2025</p> <p>Gateway 3 – March 2026</p> <p>Gateway 4 – May 2026</p> <p>Gateway 5 – September 2026 – November 2026</p> <p>Contractor Appointed – January 2027</p> <p>Works Commence – March 2027</p> <p>Works Complete – October 2029</p>
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	<b>Other works dates to coordinate:</b> Should it be considered that Building Safety Regulator approval is required this will add c.12 months to the programme.
<b>14. Risk implications</b>	<p><b>Overall project risk:</b> Medium</p> <p>The main risks are as follows:</p> <ul style="list-style-type: none"> <li>• Contractor does not have resources to undertake all works within the requested timescales.</li> <li>• Costs for the project are higher than anticipated.</li> <li>• Contractor's work is not to the required standard.</li> <li>• Consultant designs are not to the required standard.</li> </ul>
<b>15. Stakeholders and consultees</b>	<ol style="list-style-type: none"> <li>1. Ward Members</li> <li>2. Chamberlains (Finance &amp; Procurement)</li> <li>3. Barbican Estate Management</li> <li>4. Comptrollers &amp; City Solicitors</li> <li>5. Residents (via S20 consultations and engagement with House Groups)</li> </ol> <p>An Equality Impact Assessment will not be undertaken for the project. The proposed project will have no adverse impacts on those with protected characteristics.</p>

### Resource Implications

16. Total estimated cost	Likely cost range: £14,500,000 - £17,800,000									
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource								
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Long Lessee contributions (95%)</td><td>£15,337,121.80</td></tr><tr><td>Barbican Res. Local Risk Budgets</td><td>£807,216.94</td></tr><tr><td>Total</td><td></td></tr></table>		Funds/Sources of Funding	Cost (£)	Long Lessee contributions (95%)	£15,337,121.80	Barbican Res. Local Risk Budgets	£807,216.94	Total	
	Funds/Sources of Funding	Cost (£)								
	Long Lessee contributions (95%)	£15,337,121.80								
	Barbican Res. Local Risk Budgets	£807,216.94								
Total										
The majority of the cost (circa 95%) is recoverable by way of service charges from long leaseholders, with the balance met from Barbican Residential Committee local risk budgets.										

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<b>18. Investment appraisal</b>	N/A
<b>19. Procurement strategy/route to market</b>	The anticipated procurement strategy is an open market tender tailored to attract contractors that regularly undertake lift refurbishments in residential high-rise buildings.
<b>20. Legal implications</b>	Advice has been taken in relation to section 20 of the Landlord and Tenant Act 1985 and the requirements for the consultation of affected long leaseholders. Leaseholders will be consulted on the works in accordance with the Act.
<b>21. Corporate property implications</b>	N/A
<b>22. Traffic implications</b>	N/A
<b>23. Sustainability and energy implications</b>	<p>Sustainability and energy saving measures will be reviewed as part of the designs. Pre-market engagement will provide insight into available standard retrofit practices available to improve energy efficiency and the latest innovations in the market for both refurbishment and new lift installations, which could be implemented as part of the overhaul works.</p> <p>Sustainability and energy implications will be tied to the City of London Corporation's Climate Action Strategy.</p>
<b>24. IS implications</b>	N/A
<b>25. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li>• An equality impact assessment will not be undertaken</li> </ul>
<b>26. Data Protection Impact Assessment</b>	<ul style="list-style-type: none"> <li>• The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</li> </ul>

### **Recommendation**

Members are asked to approve the resource requirements to reach the next gateway stage.

### **Appendices**

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<b>Appendix 1</b>	Project Briefing
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### **Contact**

<b>Report Author</b>	William Roberts – Project Manager
<b>Email Address</b>	<a href="mailto:William.Roberts@cityoflondon.gov.uk">William.Roberts@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	07756 505432



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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	594	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	Barbican Residential Estate Lift Refurbishment		
<b>[3] Programme Affiliation (if applicable)</b>	N/A – Standalone Project		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	<Confirmation of having read and agreed with the content of this document>
<b>[5] Senior Responsible Officer</b>	Dan Sanders, Director of Barbican Residential Estate
<b>[6] Project Manager</b>	William Roberts

Description and purpose					
<b>[7] Project Description</b>					
The lifts across the Barbican Residential Estate are end of life and requiring overhaul. The project will be to complete an estate wide lift refurbishment programme.					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
The lifts across the estate are end of life and requiring overhaul. Replacement parts are becoming increasingly difficult to source, with repairs taking prolonged periods of time due to age of the lifts.					
Lifts are also not up to date with current regulations, the refurbishment project will tackle this.					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[1] People are safe and feel safe. [4] Communities are cohesive and have suitable housing and facilities. [9] Our spaces are secure, resilient and well-maintained. [11] Our spaces are digitally and physically well-connected and responsive.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
The City has a duty to keep the residential blocks of the Barbican Estate in good repair. This project will bring the lifts up to a good standard of repair, whilst also bringing them up to current regulations.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation		<b>Corporate:</b> Project developed as a large scale Corporate initiative	
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	Y	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

Project Benchmarking:	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	

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<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
1) Improved reliability of the lifts post completion of the project.	
2) Upgrade the firefighting lifts to meet current regulations standards.	
3) Improved energy efficiency of the lifts, such as new low energy lighting and lighting control.	
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>	
Improved lift reliability can be measured through a number of factors. Number of outages, length of outages, and cost of repairs can all be tracked. This will showcase the improved reliability and also cost savings of reduced repairs.	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £14,500,000 Upper Range estimate: £17,800,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
Maintenance costs will be covered by service charge. Already an ongoing maintenance cost in place for existing lifts.	
<b>[16] What are the expected sources of funding for this project?</b>	
Majority will be long lessee contributions. Barbican Res. Local Risk budget will be required to cover contributions of vacant flats.	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Lower Range estimate: 2027 – 2032 Upper Range estimate: 2027 – 2035 <Critical deadline(s):> Appointment of lift consultant critical to progress with programme. Potential for works commencement 2026 if prompt approval and consultant appointment, although unlikely. Works proposed to be phased across blocks. The number of blocks that can be complete simultaneously will be subject to available capacity of contractor & consultant workforce.	

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: N/A
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	N/A
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b>	
Please note the Client supplier departments.	



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<b>Who will be the Officer responsible for the designing of the project?          If the supplier department will take over the day-to-day responsibility for the project,          when will this occur in its design and delivery?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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<b>Committees:</b> Barbican Estate Residents Consultation Committee <i>(For information)</i> Barbican Residential Committee <i>[for decision]</i> Projects and Procurement Sub-Committee <i>[for information]</i>		<b>Dates:</b> 1 September 2025  15 September 2025 04 September 2025
<b>Subject:</b> <b>Barbican Estate Roof and Balcony Renewal Programme</b>  <b>Unique Project Identifier:</b>	<b>Gateway 2:</b> <b>Project Proposal</b> Regular	
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> Graham Sheret		<b>For Decision</b>
<h1>PUBLIC</h1>		

## Recommendations

<b>1. Next steps and Requested decisions</b>	<b>Approval track:</b> 2. Regular <b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular) <b>Project Description:</b> The project proposes a programme of work to replace end of life roof and balcony coverings on a phased basis based on condition. The Barbican Residents Consultation Committee have stated that the architect should be the same architect as will be used on the Barbican Windows Repairs Project so that designs are co-ordinated. <b>Next Steps:</b> <ol style="list-style-type: none"> <li>1. Appoint Design Team</li> <li>2. Undertake surveys and develop works specification for the Phase 1 Works and make-up of future phases.</li> <li>3. Gateway 3 / 4 Options Appraisal Report</li> </ol> <b>Requested Decisions:</b> <ol style="list-style-type: none"> <li>1. That the project is approved to progress to Gateway 3/4 (Options Appraisal) via the regular approval track.</li> </ol>
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	<p>2. That a budget of £765,000 is approved to reach the next Gateway (G3/4) for the <b>Phase1</b> works.</p> <p>3. To note the total estimated cost of the <b>Phase 1</b> 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.</p>			
<b>2. Resource requirements to reach next Gateway</b>	Resources to reach the next Gateway (G3/4) are as follows:			
	<b>Item</b>	<b>Reason</b>	<b>Funds / Source of Funding</b>	<b>Cost</b>
	Consultancy Fees	Complete design solution for the new roof and balcony works to Ben Jonson House, Bunyan Court, Defoe House and The Postern and a new canopy for Brandon Mews informing the specifications for the works and to refine the cost forecasts.	Long Lessee contributions/ Barbican Res. Local Risk budget *	£665,000
	Staff Costs	Project Management	Long Lessee contributions/ Barbican Res. Local Risk budget *	£100,000
	<b>Total</b>			<b>£765,000</b>
	*Funding Breakdown	Long Lessee contributions (95%)  Barbican Res. Local Risk Budgets		£726,750  £38,250

				<b>£765,000</b>
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li>• <b>Service Committee:</b> Barbican Residential Committee</li> <li>• <b>Senior Responsible Officer:</b> Dan Sanders, Director of Property and Estate Management – Barbican</li> <li>• The project will be monitored by the Housing Programme Board.</li> </ul>			

### **Project Summary**

<b>4. Context</b>	<p>The City has a duty to keep the residential blocks of the Barbican Estate in good repair. This project will address the known dilapidated condition of roofs and balconies of Ben Jonson House, Bunyan Court, Defoe House and The Postern, and a new canopy for Brandon Mews.</p> <p>The proposed specifications for roof replacement and balcony repairs will be in line with the Barbican Estate Listed Building Management Guidelines.</p>
<b>5. Brief description of project</b>	<p>The works will be specified by a firm of chartered architects with extensive knowledge of concrete structures following in-depth surveys and investigation work. Identified repairs will be specified in accordance with the Barbican Estate Listed Building Guidelines. These guidelines have a presumption of repairs rather than replacement.</p> <p>It is intended that the roof replacement will carry an insurance backed warranty/guarantee.</p> <p>Contractors invited to tender will have experience of working on listed residential properties to maximise the quality of the work and minimise disruption to residents.</p> <p>Approvals permitting it is intended to have tendered the works contract and gained approvals to appoint the contractor by March 2027 to allow works to commence in April 2027.</p>
<b>6. Consequences if project not approved</b>	<p>The City will fail to maintain its residential assets.</p> <p>Deterioration of a Listed Building with associated reputational damage. This will also lead to higher costs as the number and size of repairs will increase.</p>

	<p>Complaints from residents regarding the City's failure to comply with legal responsibilities and to maintain the Estate to the high standard expected.</p> <p>Higher costs (procurement costs, management costs and priced works) owing to the works being carried out as smaller stand-alone projects by potentially multiple contractors on an annual basis.</p>
<b>7. SMART Project Objectives</b>	<p>The Barbican Estate maintained to the high standards required.</p> <p>Resident satisfaction improved with the number of resident complaints reducing.</p>
<b>8. Key Benefits</b>	<p>Ensure resident satisfaction and safeguard the City's reputation by maintaining the Barbican Estate to the high standards required.</p> <p>Maintenance of property values.</p> <p>Reduction in call-out repair costs and subsequently management costs.</p> <p>Lower costs per repair due to the economies of scale realised.</p>
<b>9. Project category</b>	7b. Major renewals, typically of a one-off nature (supplementary revenue)
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	None

### **Options Appraisal**

<b>12. Overview of options</b>	<p><b>1.</b> Procure a chartered architect investigate the known defective 'worn out' roofs to all blocks in the Barbican Estate specifying proposed renewal works. The works will be undertaken in Phases, the first Phases consisting of works to Ben Jonson House, Bunyan Court, Defoe House and The Postern as well as a new canopy for Brandon Mews. Blocks in other phases will be decided based on the condition of the roof of the individual blocks but it is anticipated that the works will be undertaken in a minimum of 3 phases.</p> <p><b>2.</b> Do nothing. Leading to further deterioration of the roof and increased amounts of internal making good due to water ingress.</p>
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## **Project Planning**

<b>13. Delivery Period and Key dates</b>	<p><b>Overall project:</b> Currently known Phase 1 works to complete by end of October 2027</p> <p><b>Key dates:</b></p> <p>Gateway 2 – September 2025 - September 2026</p> <p><b>Phase1</b></p> <p>Gateway 3/4 – March 2026 – September 2026</p> <p>Gateway 5 – September 2026 – January 2027</p> <p>Contractor Appointed – March 2027</p> <p>Works Commence – April 2027</p> <p>Contract Ends – November 2027</p> <p><b>Other works dates to coordinate:</b> There will need to be a degree of programme fluidity as it is likely that greater design consultation may be necessary which may lead to more time being required.</p> <p>Should it be considered that Building Safety Regulator approval is required this will add circa 12 months to the programme.</p>
<b>14. Risk implications</b>	<p><b>Overall project risk:</b> Medium</p> <p>The main risks are as follows:</p> <ul style="list-style-type: none"> <li>• Contractor does not have resources to undertake all the works within the desired timescales.</li> <li>• Cost of the project higher than expected</li> <li>• Contractor's work not to required standard</li> <li>• The project will be extended due to the need for BSR approvals</li> </ul> <p>A risk register is included with this report. This will be updated as the project progresses..</p>
<b>15. Stakeholders and consultees</b>	<ol style="list-style-type: none"> <li>1. Ward Members</li> <li>2. Chamberlains (Finance &amp; Procurement)</li> <li>3. Barbican Estate Management</li> <li>4. Comptrollers &amp; City Solicitors</li> <li>5. Residents (via S20 consultations and engagement with House Groups)</li> </ol>

	An Equality Impact Assessment will not be undertaken for the project. The proposed project will have no adverse impacts on those with protected characteristics.
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### **Resource Implications**

<b>16. Total estimated cost</b>	<b>Likely cost range:</b> The cost range of Phase 1 is £9,000,000 - £9,355,874. The Feasibility Study (G1/2) will inform the overall Total Estimated Cost.	
<b>17. Funding strategy</b>	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource
	<b>Funds/Sources of Funding</b>	<b>Cost</b>
	Long Lessee contributions (95%)	8,888,080
	Barbican Res. Local Risk Budgets	467,794
	<b>Total</b>	<b>9,355,874</b>
	The majority of the cost (circa 95%) is recoverable by way of service charges from long leaseholders, with the balance met from Barbican Residential Committee local risk budgets.	
<b>18. Investment appraisal</b>	N/A	
<b>19. Procurement strategy/Route to Market</b>	At this early stage, the anticipated procurement strategy is an open market tender tailored to attract consultants with experience of working on concrete buildings and listed buildings, a quantity surveyor and contractors that regularly undertake roof renewals in listed buildings of concrete construction and residential properties.	
<b>20. Legal implications</b>	Advice has been taken in relation to section 20 of the Landlord and Tenant Act 1985 and the requirements for the consultation of affected long leaseholders. Leaseholders will be consulted on the works in accordance with the Act	
<b>21. Corporate property implications</b>	None	
<b>22. Traffic implications</b>	None	

<b>23. Sustainability and energy implications</b>	None as the repairs will be on a like for like basis.
<b>24. IS implications</b>	None
<b>25. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li>• An equality impact assessment will not be undertaken</li> </ul>
<b>26. Data Protection Impact Assessment</b>	<ul style="list-style-type: none"> <li>• The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</li> </ul>

### **Recommendation**

Members are asked to approve the resource requirements to reach the next gateway stage.

### **Appendices**

<b>Appendix 1</b>	Project Briefing (Gateway 1)
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### **Contact**

<b>Report Author</b>	Graham Sheret, Project Manager
<b>Email Address</b>	Graham.Sheret@cityoflondon.gov.uk
<b>Telephone Number</b>	07505261441

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	TBC
<b>[2] Core Project Name</b>	Barbican Roof and Balcony Renewal Programme		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Dan Sanders
<b>[5] Senior Responsible Officer</b>	Eoin Doyle
<b>[6] Project Manager</b>	Graham Sheret

Description and purpose					
<b>[7] Project Mission statement / Elevator pitch</b>					
<p>This project will address roof and balcony waterproofing renewals, across the Barbican Estate, to prevent water penetration from occurring and subsequent deterioration of the estate. Works will be specified and monitored and by conservation architects who have extensive experience of work on concrete structures.</p> <p>The works will be undertaken in phases based on the condition of the roof coverings as identified in surveys undertaken in 2024, see below, and will commence with Ben Jonson House, Bunyan House, Defoe House and Postern.</p>					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
<p>The City has legal responsibilities as freeholder of the Barbican Estate to undertake maintenance to protect the assets from deterioration. Given the age of the roof coverings across the Estate most of the roofs are now in need of renewal due to the natural ageing process. This was identified in surveys undertaken by Scope Building Surveyors in 2024 who stated that all roofs had exceeded or were about to exceed their life expectancy and therefore carrying an increased risk of failure leading to water penetration into the flats below.</p>					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
<p>[4] Communities are cohesive and have suitable housing and facilities.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p>					
<b>[10] What is the link to the departmental business plan objectives?</b>					
Tenants and leaseholders live in well maintained and managed homes and estates.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b>	N	<b>Sustainability:</b>	N	<b>Improvement:</b>	N

Compliance with legislation, policy and audit		Essential for business continuity		New opportunity/ idea that leads to improvement	
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<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
1) Barbican Estate maintained to the high standards required.	
2) Works are managed to minimise disruption to residents and impact on the general public and wider public realm.	
3) Resident satisfaction above City's corporate targets.	
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>	
N/A	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £30,000,000 Upper Range estimate: £35,000,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
N/A	
<b>[16] What are the expected sources of funding for this project?</b>	
The project is funded by the City Fund, the majority of the cost (circa 95%) is recoverable by way of service charges from long leaseholders.	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Lower Range estimate: September 2025 – September 2030 Upper Range estimate: September 2025 – September 2032 Project timeframes will be dependent upon whether the project is required to receive Building Safety Regulator approval.	

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
<(Add additional internal or external stakeholders where required) >	
Project Board	Housing Programme Board
Chamberlains: Finance	Officer Name:

Chamberlains: Procurement	Officer Name:
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
Estate Management	Officer Name: Luke Barton
Property Services	Officer Name: Eoin Doyle
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> <b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A

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<b>Committees:</b> Barbican Estate Residents Consultation Committee ( <i>For information</i> ) Barbican Residential Committee [ <i>for decision</i> ] Projects and Procurement Sub-Committee [ <i>for information</i> ]		<b>Dates:</b> 1 September 2025  15 September 2025 04 September 2025
<b>Subject:</b> <b>Barbican Estate Window Repairs Programme</b>  <b>Unique Project Identifier:</b>	<b>Gateway 2:</b> <b>Project Proposal</b> Regular	
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> Graham Sheret		<b>For Decision</b>
<h1>PUBLIC</h1>		

## Recommendations

<b>1. Next steps and Requested decisions</b>	<p><b>Project Description:</b> Undertake repairs to top floor windows across the Barbican Estate to rectify existing defects and identify potential defects in order to prevent further deterioration and minimise rectification costs.</p> <p><b>Approval track:</b> 2. Regular</p> <p><b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Light)</p> <p><b>Next Steps:</b></p> <ol style="list-style-type: none"> <li>1. Commission and complete Condition Surveys to inform the specifications for the works and to refine the cost forecasts.</li> <li>2. Tender works (as there will only be one way of undertaking the works to comply with the Barbican Estate Listed Building Guidelines).</li> <li>3. Draft Gateway 5 Authority to Start Work</li> </ol> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That the project is approved to progress to Gateway 5 Authority to Start Work.</li> <li>2. That a budget of £500,000 is approved to reach the next Gateway.</li> </ol>
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	3. To note the total estimated cost of the project of up to £8,000,000			
<b>2. Resource requirements to reach next Gateway</b>	Resources to reach the next Gateway are as follows:			
	<b>Item</b>	<b>Reason</b>	<b>Funds / Source of Funding</b>	<b>Cost</b>
	Consultancy Fees	Conduct condition surveys and write repairs specifications for known window defects and all windows on top floor properties of across the Barbican Estate, including the formulation of pre-tender estimates.	Long Lessee contributions/ Barbican Res. Local Risk budget *	£420,000
	Staff Costs	Project Management	Long Lessee contributions/ Barbican Res. Local Risk budget *	£80,000
	<b>Total</b>			<b>£500,000</b>
	*Funding Breakdown	Long Lessee contributions (95%)  Barbican Res. Local Risk Budgets		£475,000  £25,000
				<b>£500,000</b>
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li><b>Service Committee:</b> Barbican Residential Committee</li> </ul>			

	<ul style="list-style-type: none"> <li>• <b>Senior Responsible Officer:</b> Dan Sanders, Director of Property and Estate Management – Barbican</li> <li>• The project will be monitored by the Housing Programme Board.</li> </ul>
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### **Project Summary**

<b>4. Context</b>	<p>The Barbican Estate Office has become aware of an increasing number of age-related defects in the windows across the Estate especially those in top floor properties which are more exposed to the weather.</p> <p>The City has a duty to keep the exterior of the residential blocks of the Barbican Estate in good repair. This project will address the known dilapidated condition of windows and identify currently unidentified defects, issues which are likely to become apparent and require remedial action in the next 2 -3 years.</p> <p>Undertaking the repairs as part of a large-scale project should realise economies of scale which should reduce both cost and the time taken to undertake the repairs which will benefit leaseholders.</p> <p>The repairs and / or replacements will be undertaken in line with the Barbican Estate Listed Building Management Guidelines.</p>
<b>5. Brief description of project</b>	<p>The works will be specified by a firm of chartered conservation architects following in-depth surveys and in line with the Barbican Estate Listed Building Management Guidelines. These guidelines have a presumption of repairs rather than replacement.</p> <p>Repairs will carry a 10-year insurance backed guarantee.</p> <p>Contractors invited to tender will have experience of working on hardwood windows in listed residential properties to maximise the quality of the work and minimise disruption to residents.</p> <p>Approvals permitting it is intended to have tendered the works contract and gained approvals to appoint the contractor by March 2027 to allow works to commence in April 2027.</p>
<b>6. Consequences if project not approved</b>	<p>The City will fail to maintain its residential assets.</p>

	<p>Deterioration of a Listed Building with associated reputational damage. This will also lead to higher costs as the number and size of repairs will increase.</p> <p>Complaints from residents regarding the City's failure to comply with legal responsibilities and to maintain the Estate to the high standard expected.</p> <p>Higher costs (procurement costs, management costs and priced works) owing to the works being carried out as smaller stand-alone projects by potentially multiple contractors on an annual basis.</p>
<b>7. SMART Project Objectives</b>	<p>The Barbican Estate maintained to the high standards required.</p> <p>Resident satisfaction improved with the number of resident complaints reducing.</p> <p>Reduction in the number of ad-hoc window repairs that are required.</p>
<b>8. Key Benefits</b>	<p>Ensure resident satisfaction and safeguard the City's reputation by maintaining the Barbican Estate to the high standards required.</p> <p>Maintenance of property values.</p> <p>Reduction in call-out repair costs and subsequently management costs.</p> <p>Lower costs per repair due to the economies of scale realised.</p>
<b>9. Project category</b>	7b. Major renewals, typically of a one-off nature (supplementary revenue)
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	None

### **Options Appraisal**

<b>12. Overview of options</b>	<p><b>1.</b> Procure a chartered architect to survey all top floor windows across the Barbican Estate and specify repair works to be undertaken and monitor the repairs. Appoint a Quantity Surveyor to ensure that value for money is achieved and any variations are priced in line with tendered rates. Undertake all repairs as a single project realising 'savings' through economies of scale.</p> <p><b>2.</b> Undertake repairs on an ad-hoc basis, repairs generally specified by contractors undertaking the work.</p>
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	<b>3.</b> Do nothing. Leading to further deterioration of the windows and increased amounts of internal making good due to water ingress.
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### **Project Planning**

<b>13. Delivery Period and Key dates</b>	<p><b>Overall project:</b> Currently known works to complete by end of August 2027</p> <p><b>Key dates:</b></p> <p>Gateway 2 – September 2025</p> <p>Gateway 5 – November 2026</p> <p>Contractor Appointed – March 2027</p> <p>Works Commence – April 2027</p> <p>Contract Ends – August 2027</p> <p><b>Other works dates to coordinate:</b> There will need to be a degree of programme fluidity as it is likely that more repairs will come to light during the repair work and may lead to more time being required.</p>
<b>14. Risk implications</b>	<p><b>Overall project risk:</b> Medium</p> <p>The main risks are as follows:</p> <ul style="list-style-type: none"> <li>• Contractor does not have resources to undertake all the repairs within the desired timescales.</li> <li>• Cost of the project higher than expected</li> <li>• Contractor's work not to required standard</li> </ul> <p>A risk register is included with this report. This will be updated as the project progresses.</p>
<b>15. Stakeholders and consultees</b>	<ol style="list-style-type: none"> <li>1. Ward Members</li> <li>2. Chamberlains (Finance &amp; Procurement)</li> <li>3. Barbican Estate Management</li> <li>4. Comptrollers &amp; City Solicitors</li> <li>5. Residents (via S20 consultations and engagement with House Groups)</li> </ol>

	An Equality Impact Assessment will not be undertaken for the project. The proposed project will have no adverse impacts on those with protected characteristics.
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### **Resource Implications**

<b>16. Total estimated cost</b>	<b>Likely cost range:</b> £3,300,000 - £8,000,000	
<b>17. Funding strategy</b>	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource
	<b>Funds/Sources of Funding</b>	<b>Cost</b>
	Long Lessee contributions (95%)	£3,135,000 - £7,600,000
	Barbican Res. Local Risk Budgets	£165,000 - £400,000
	<b>Total</b>	<b>£3,300,000 - £8,000,000</b>
	The majority of the cost (circa 95%) is recoverable by way of service charges from long leaseholders, with the balance met from Barbican Residential Committee local risk budgets.	
<b>18. Investment appraisal</b>	N/A	
<b>19. Procurement strategy/Route to Market</b>	At this early stage, the anticipated procurement strategy is an open market tender tailored to attract contractors that regularly undertake hardwood window repairs in listed residential properties.	
<b>20. Legal implications</b>	Advice has been taken in relation to section 20 of the Landlord and Tenant Act 1985 and the requirements for the consultation of affected long leaseholders. Leaseholders will be consulted on the works in accordance with the Act	
<b>21. Corporate property implications</b>	None	
<b>22. Traffic implications</b>	None	
<b>23. Sustainability and energy implications</b>	None as the repairs will be on a like for like basis.	

<b>24. IS implications</b>	None
<b>25. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li>• An equality impact assessment will not be undertaken</li> </ul>
<b>26. Data Protection Impact Assessment</b>	<ul style="list-style-type: none"> <li>• The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</li> </ul>

### **Recommendation**

Members are asked to approve the resource requirements to reach the next gateway stage.

### **Appendices**

<b>Appendix 1</b>	Project Briefing (Gateway 1)
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### **Contact**

<b>Report Author</b>	Graham Sheret, Project Manager
<b>Email Address</b>	Graham.Sheret@cityoflondon.gov.uk
<b>Telephone Number</b>	07505 261441

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	TBC
<b>[2] Core Project Name</b>	Barbican Estate Window Repairs Programme		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Dan Sanders
<b>[5] Senior Responsible Officer</b>	Eoin Doyle
<b>[6] Project Manager</b>	Graham Sheret

Description and purpose					
<b>[7] Project Mission statement / Elevator pitch</b>					
This project will address window repairs throughout the Barbican Estate. Works will be specified and monitored by chartered surveyors / architects. The works will combat the increasing number of complaints received from leaseholders concerning the state of repairs and time taken to undertake these. The repairs will come with a 10-year guarantee and will be clearly documented in order for the guarantee to be activated if required.					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
The City has legal responsibilities as freeholder of the Barbican Estate to undertake maintenance to protect the assets from deterioration. Given the age of the of the Estate many of the windows are now in need of maintenance due to the natural ageing process. This is particularly prevalent in top floor properties which are more exposed to weather, especially in Ben Jonson House, Bunyan Court and John Trundle Court where surveys have been undertaken. During the course of undertaking these surveys it became clear that all top floor properties were in need surveys given the number of age-related defects that the Estate Team were becoming aware of.					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[4] Communities are cohesive and have suitable housing and facilities. [9] Our spaces are secure, resilient and well-maintained.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
Tenants and leaseholders live in well maintained and managed homes and estates.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b>	N	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b>	N

Compliance with legislation, policy and audit				New opportunity/ idea that leads to improvement	
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<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
1) Barbican Estate maintained to the high standards required.	
2) Works are managed to minimise disruption to residents and impact on the general public and wider public realm.	
3) Resident satisfaction above City's corporate targets.	
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>	
N/A	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £3,300,000 Upper Range estimate: £8,000,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
N/A	
<b>[16] What are the expected sources of funding for this project?</b>	
The project is funded by the City Fund, the majority of the cost (circa 95%) is recoverable by way of service charges from long leaseholders.	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Lower Range estimate: Sept 2025 – August 2027 Upper Range estimate: Sept 2025 – April 2028 The consultant contract needs to be in place by September 2025 to allow the full quantum of repairs to be established and the works tendered to allow the works to commence in April 2027 to take advantage of better weather.	

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
<(Add additional internal or external stakeholders where required) >	
Project Board	Housing Programme Board
Chamberlains:	Officer Name:

Finance	
Chamberlains: Procurement	Officer Name:
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
Estate Management	Officer Name: Helen Davinson
Property Services	Officer Name: David Downing
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> <b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A

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<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 1 September 2025 15 September 2025
<b>Subject:</b> Report of Director of Property and Estate Management	<b>Public</b>
<b>This proposal:</b>	Report of Reporting Committee and Major Works Program Board.
<b>If so, how much?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Daniel Sanders – Director of Property & Estate Management	

## Summary

This report seeks to inform members of the RCC/BRC on workstreams that are considered at the Major Works Program Board and Reporting Committee.

## Recommendation(s)

Members are asked to:

- Note the contents of this report.

## Main Report

### Brandon Mews Canopy:

Avanti Architects have provided us with their first draft report, and we are reviewing at the major works program board a view to bringing a report to the November RCC/BRC cycle.

### Staffing:

Mia Blainey – PA to Director of Property and Estate Management started on Monday 18th August. Mia will be supporting myself and facilitating administrative functions of the reporting committee and major works programme board and other working groups including House Chairs.

The Head of Resident Services post has been offered and subject to referencing Curtis Bannister-Pond will be joining us on the 1st of October in this role. Curtis will complete the senior leadership team at the BEO and has a wealth of experience in managing both residential services and large-scale leasehold developments. Curtis is member level of The Property Institute. We are looking forward to his experience and leadership supporting the progression of our service delivery and communication.

### **Governance Review:**

We have made good progress with the governance review having approached several firms for expressions of interest following the approval of the ToR. After some extension requests this report with recommendation will be coming to the November RCC/BRC November cycle.

### **PPM Program/ Capital Expenditure Program/ Contracts Matrix:**

These 3 documents have now been created by the BEO and are currently being refined. They will be presented to the Major Works Program Board and Reporting Committee before coming to the RCC/BRC for review and discussion in November.

Challenges and Issues

Naturally, a lot of time and resources have gone into dealing with the termination of Chigwell and our response to this. It has had an impact on other workstreams. We are pleased to present our business case to bring the service in-house to RCC/BRC (following an initial review in a special meeting of MWPB and RepCom). We have been operating without a Head of Resident Service for the entire quarter.

### **Conclusion:**

This has been another challenging few months at the BEO but we are pleased with the progress made, specifically on the reaction to the repairs service termination and the appointment of forensic architect.

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

**Daniel Sanders – Director of Property and Estate Management**

<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 1 September 2025 15 September 2025
<b>Subject:</b> Report of Reporting Committee and Major Works Program Board	<b>Public</b>
<b>This proposal:</b>	Report of Reporting Committee and Major Works Program Board.
<b>If so, how much?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Daniel Sanders – Director of Property & Estate Management	

## Summary

This report seeks to inform members of the RCC/BRC on workstreams that are considered at the Major Works Program Board and Reporting Committee.

## Recommendation(s)

Members are asked to:

- note the contents of this report.

## Main Report

Most day-to-day program activity has been temporarily placed on hold to prioritise preparation of the business case for essential repairs, following the resignation at Chigwell.

A special joint meeting of the Major Works Program Board and Reporting Committee was convened on 6 August to address this matter. At the meeting, Director Dan Sanders presented the draft business case, which was discussed in detail by both groups.

The focus remains on finalising and securing approval for the business case to ensure necessary repairs can proceed without further delay. Regular program workstreams will resume in Q4 and reports will be bought for the November committee of both groups.

Contact: Daniel Sanders – [dan.sanders@cityoflondon.gov.uk](mailto: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	<b>Lambert Jones Roof:</b> Leaseholders met with AD in December 24 and contracts manager is currently working with the incoming waterproofing contractor (Elkins) to establish a plan.	D Sanders E Doyle <b>via MWPB</b>	01-Apr-25	01-Jun-25	Apr-25 Now Elkins have been onboarded the HOPS will be undertaking this review as a priority.
2	04/09/2023 (Minute 9)	<b>Barbican Estate Redecoration Programme 2020-25:</b> 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 <b>via SLWP</b>	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.

3	04/09/2023 (Minute 10)	<b>Barbican Estate Major Works Five-Year Asset Management Programme:</b> 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	Aug 25 - in progress and first draft presented to MWPB for 5 year plan. The RCC/BRC will receive a copy of the report in November committee packs.
4	25/04/2024 (Minute 13)	<b>Antisocial Behaviour on the Barbican Estate:</b> The Executive Director agreed to investigate whether the policy for HRA properties could	D Sanders	28-Apr-25	30-Nov-25	Auug-25 The Committee that the Anti-Social Behaviour Report shall be submitted to the RCC in Q4, 2025.

		be applied to the Barbican Estate.				
5	25/11/2024 (Minute 3)	<b>Barbican App:</b> The status of the Barbican App to be included in the action tracker also and further details regarding the number of residents on the mailing list to be incorporated	D Sanders	28-Apr-25	30-Nov-25	Aug-25 - a large part of the app function was around the ability to report and track repairs. As the way we deal with repairs is about to fundamentally change the launch of the app has been subsequently delayed.
7	02/09/2024 (Minute 13)	<b>Asbestos:</b> The Assistant Director confirmed that a full report would be brought to Committee at a future meeting detailing costs and who was liable for them and how this project affected other ongoing projects on the Barbican Estate most particularly the fire door replacements programme and meter installations.	D Sanders via MWPB	01-Jan-25	30-Nov-25	Aug-25 Following on from the issues reported in Sep 2024 the BEO are reviewing, under urgency, what works need to be done and the associated timeframes of the same.

8	25/11/2024 (Minute 4)	<b>Repair Invoices:</b> Asked if leaseholders would receive an invoice for any repairs undertaken and the Assistant Director would review if this was possible to ensure positive collaboration with leaseholders continued.	D Sanders <b>via RepCom</b>	01-Jan-25	30-Nov-25	Aug-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)	<b>Service Charge Outturn Report:</b> A Member asked for further clarity on the £575,172 difference listed for general repairs and the Assistant Director agreed to investigate further since there could be multiple contributing factors which could explain this figure.	D Sanders <b>via SCWP</b>	01-Apr-25	30-Nov-25	Aug - to be delivered in November meeting.
10	25/11/2024 (Minute 7)	<b>Purchase Power Agreement:</b> The Member asked if credit(s) attributed to non-residential blocks were used	D Sanders <b>via RepCom</b>	01-Apr-25	30-Nov-25	Apr-25 The Purchase Power Agreement (PPA) non-consumer blocks were



		to offset estate expenditure and officers agreed to investigate further and provide clarity to Members on which switch rooms had been credited.				still being assessed. This is still being reviewed.
12	25/11/2024 (Minute 16)	<b>Apportionment Review:</b> Officers confirmed that an apportionment review shall be incorporated, and its findings shall be reported back to the Committee.	D Sanders via SCWP	01-Dec-25	02-Dec-25	Apr-25 The Apportionment Review of Service Charges would be undertaken in consultation with the Service Charge Working Party
13	03/02/2025 (Minute 5)	<b>Repair Orders:</b> A Member noted that the report on repairs orders showed that there were five houses in one quarter which had significantly more orders than the rest. The Assistant Director agreed to follow up outside of the meeting but recognised that there were various reasons why certain blocks may have disproportionate orders.	D Sanders via SLAWP	01-Aug-25	30-Nov-25	Apr-25 Review to take place with SLWP prior to August RCC/BRC

14	03/02/2025 (Minute 7)	<b>Tower Lifts:</b> A Member asked why the replacement of lifts at Cromwell Tower was £20,000 cheaper compared to other lift replacements. The Assistant Director agreed to investigate further, however attributed this decrease to a lift component. A Member asked whether Grants for improving disabled access were available and whether this could be classed as a landlord improvement. The Assistant Director agreed to investigate further.	D Sanders <b>via MWPB</b>	01-Apr-25	01-Apr-27	Aug-25 Report within this agenda pack.
15	03/02/2025 (Minute 9)	<b>Brandon Mews Canopy:</b> The Assistant Director provided the Committee with an update regarding an options appraisal and impact assessment of the canopy which was to be conducted by Avanti. This was proposed to be City Funded,	D Sanders <b>via MWPB</b>	01-Aug-25	30-Nov-25	Aug-25 - report to come back to RCC/BRC via MWPB in November.

		however any work resulting from this appraisal would be based upon Avanti recommendations.				
17	03/02/2025 (Minute 18)	<b>Heating Study:</b> The Assistant Director asked for volunteers from Shakespeare Tower, Defoe House and Speed House for the Barbican Heating Study.	D Sanders	01-Aug-25	01-Apr-26	Apr-25 Update within this agenda pack.
18	03/02/2025 (Minute 19)	<b>Charges for Support Services:</b> The Assistant Director stated that the percentage allocations and rationale for these figures were not provided but the Chamberlain's Department were undergoing a full review which would be submitted to the Service Charge Working Party and then the RCC.	D Sanders via SCWP	01-Aug-25	30-Nov-25	Minutes 28-Apr: 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.

19	03/02/2025 (Minute 19)	<b>Repair Costs:</b> The Assistant 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 <b>via SCWP</b>	01-Sep-25	30-Nov-25	Aug-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 25.
20	28/04/2025 (Minute 5)	<b>Reporting Committee:</b> 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 <b>Via RepCom</b>		30-Nov-25	Aug-25 - In progress.



21	28/04/2025 (Minute 6)	<p><b>Governance Review:</b></p> <p>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.</p> <p>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.</p> <p>It was felt that, inter alia, the regular meetings between the Assistant Director and all House Chairs should be re-instated.</p>	D Sanders Via RepCom		30-Nov-25	Aug -25 This will take place in Q4 - due to staffing shortages and repairs & maintenance situation it was not possible this quarter.
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22	28/04/2025 (Minute 7)	<b>Repairs &amp; Maintenance Update:</b> 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: <ul style="list-style-type: none"> <li>• ensuring there was no charge for duplicate repairs</li> <li>• ensuring that the repairs process was compliant with statutory obligations, including Section 20 consultation requirements</li> <li>• ensuring there were no charges to leaseholders which should rightfully be the Landlord's</li> </ul> Members also suggested that there should be clarification at the outset of any works as to whether the costs would be included in the	D Sanders Via RepCom		30-Nov-25	Aug 25- see Report of Director.
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		<p>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>				
23	28/04/2025 (Minute 9)	<p><b>Tower Lifts Projects:</b></p> <p>Members noted that the project had repeated a previous exercise (and had come to similar conclusions).</p> <p>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</p>	D Sanders via MWPB			<p>Aug -25</p> <p>These will be published to leaseholder with amendments in October 25.</p>

		to the Committee in due course. 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.				
24	28/04/2025 (Minute 9)	<b>Lifts Projects:</b> A report on the terrace lifts would be brought to the Committee in September, incorporating the lessons learnt from the tower lift project. 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.	D Sanders via <b>MWPB</b>			
25	28/04/2025 (Minute 10)	<b>Brandon Mews Canopy:</b> Officers agreed to provide an offline briefing regarding work undertaken to date and	D Sanders			Aug- 25 paper within agenda pack.



		leaseholder engagement in respect of the Brandon Mews Canopy.				
26	28/04/2025 (Minute 11a)	<b>Ombudsman:</b> 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	Aug-25 - this will take place in October 25.
27	28/04/2025 (Minute 11b)	<b>Garden Advisory Group:</b> 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	Aug-25: At its meeting on 12 May, 2025, the Barbican Residential Committee agreed that the Ombudsman proposal should be withdrawn.
28	28/04/2025	<b>Action Tracker:</b> The next	D Sanders	01-Sep-25	N/A	Proposed Closed

	(Minute 12)	iteration of the action tracker would include the door fireproofing project.				
29	02/09/2024 (Minute 6)	<b>Fire Doors:</b> 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	D Sanders via MWPB		03-Nov-25	

		potential security risk.				
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