



## Barbican Estate Residents Consultation Committee

**Date:** MONDAY, 3 NOVEMBER 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	Robert Bexson - 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 public minutes and non-public summary of the previous meeting held on 1 September 2025 as a correct record.

**For Decision**  
(Pages 5 - 16)

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

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

**For Information**  
(Pages 17 - 20)

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

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

**For Information**  
(Pages 21 - 36)

6. **REPORT OF THE REPORTING COMMITTEE**

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

**For Information**  
(Pages 37 - 40)

7. **GOVERNANCE REVIEW**

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

**For Information**  
(Pages 41 - 58)

8. **2024/25 BARBICAN ESTATE SERVICE CHARGES ACTUALS**

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

**For Information**  
(Pages 59 - 88)

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

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

**For Information**  
(Pages 89 - 92)

10. **OUTSTANDING ACTIONS**

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

**For Information**  
(Pages 93 - 98)

11. **WORKING PARTY UPDATES**

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

**For Information**

- a) Garden Advisory Group (Pages 99 - 100)
- b) Service Level Agreement Working Party (Pages 101 - 106)
- c) Climate and Zero Carbon Working Party (Pages 107 - 108)
- d) Service Charge Working Party (To Follow)
- e) Asset Management Working Party (To Follow)

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

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

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## **BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE**

**Monday, 1 September 2025**

Minutes of the meeting of the Barbican Estate Residents' Consultation Committee  
held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday,  
1 September 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  
Fred Rogers - Breton House  
Helen Hudson - Defoe House  
Sally Spensley - Frobisher Crescent  
Dave Taylor - Gilbert House  
Pauline Fasoli - John Trundle Court  
Claire Hersey - Lambert Mews  
David Lawrence - Lauderdale Tower  
Stuart Lynas - Mountjoy House  
John Holme - Postern  
Robert Bexson - Seddon House  
Richard Setchim- Shakespeare Tower  
Frits van Kempen - Speed House  
Rodney Jagelman - Thomas More House  
Nicola Baker - Wallside  
Petre Reid – Willoughby House  
Jan-Marc Petroschka – Chair, Barbican Association

#### **In attendance:**

Deputy Anne Corbett – Chair, Barbican Residential Committee  
Dawn Frampton – Councillor, Cripplegate  
Jacqui Webster - Councillor, Cripplegate  
Jim Durcan - Chair, Service Level Working Party and Garden Advisory Group  
Tam Pollard – Chair, Asset Management Working Party

#### **Officers:**

Judith Finlay	- Executive Director, Community and Children's Services
Dan Sanders	- Director of Property & Estate Management, Barbican Residential Estate
Eoin Doyle	- Head of Property Services, Community and Children's Services
Dan Castle	- BRE Contracts Manager, Community and Children's Services
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Shruti Sonawane	- Service Charge and Revenues Manager, Community and Children's Services
Rhys Campbell	- Town Clerk's

## 1. **APOLOGIES**

The Chair welcomed Nicola Baker who was now representing Wallside and thanked Mary Bonar, the previous representative.

Apologies had been received from Andy Hope (Breton House), Jane Smith (Seddon House) and Sandy Wilson (Shakespeare Tower). However they had sent representatives in Fred Rogers, Robert Bexson and Richard Setchim, respectively. Apologies had also been received from Gordon Griffiths (Bunyan Court).

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

There were no declarations.

## 3. **MINUTES**

RESOLVED, that the minutes of the Barbican Residents' Consultation Committee (RCC) held on 28 April 2025 be approved as a correct record.

## 4. **WORKING PARTY UPDATES**

### **4a Garden Advisory Group**

The Working Party Chair advised that there had been consultation with residents and agreement reached with the City Gardens regarding the relocation of trees in Speed Gardens on the Barbican Estate.

### **4b Service Level Agreement Working Party**

The SLAWP Chair informed the Committee that the SLA information had been promised to be delivered shortly and that the postponed meeting would then be rescheduled.

### **4c Service Charge Working Party**

The SCWP Chair highlighted the challenges that had been identified by the Service Charge and Revenues Manager and that the situation was worse than had been expected. It was known that previous service charge spreadsheet calculations had not been peer reviewed or audited, and the Service Charge and Revenues Manager was having to undertake a lot of work to try to understand and resolve the outstanding issues in relation to service charges. The SCWP would continue to work on historic outstanding items and the budget for 2026/27 will be reviewed by the Reporting Committee. She had included the minutes of the previous SCWP meeting so that Members could see the tone and the detail of the outstanding matters that were being dealt with.

There was some discussion on the whether the Reporting Committee should be responsible for the 2026/27 budget. It was noted that this had been agreed in November 2024, with the Reporting Committee timetable presented to the RCC in the relevant report. It was agreed that this matter should be discussed at the next Reporting Committee meeting, with any queries brought to the next RCC meeting.

#### **4d Asset Management Working Party**

There were no updates.

### **5. REPAIRS & MAINTENANCE**

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

The Director of Property and Estate Management advised the Committee that the paper described the rationale for bringing this service in-house and how it would be delivered. The draft business case had been reviewed by the Reporting Committee and Major Works Programme Board and had also been sent to the House Group chairs. Their comments had been incorporated into this report. If approved at the BRC, the Director was planning to hold Q&A sessions at St Giles Church to provide an opportunity for all leaseholders to understand and comment on the proposals. The BRC would be asked to provide in principle approval to the proposed move to an in-house service; more detailed plans would then be prepared and the full proposal refined and finalised.

A Member asked why Chigwell Group had exited the contract. The Director explained that an extensive procurement exercise had been undertaken leading up to their appointment, involving City of London Legal and Procurement colleagues. The Director advised that he was confident that the procurement process would stand up to scrutiny. It had been agreed that a quantity surveyor would be commissioned to undertake a desktop review of the procurement process. The Committee's attention was drawn to the section in the paper that described the reason for Chigwell Group's exit, including the financial analysis. The Director advised that he was not aware of any reason to believe that there was any failing of the City Corporation or BEO for Chigwell Group's exit.

In response to questions from a Member, the Director confirmed that the BEO had considered alternative options but believed it was appropriate to bring this service in-house, especially given that the recent procurement had not worked. This would enable the team to be aligned to the values of the City of London and the Estate Office and the service to residents improved. The Director advised that the number of operatives proposed in the report matched the Chigwell model that had resulted from the full procurement process. This would be reviewed over a period of time, including the demand fluctuation.

Another Member was concerned as to the scope of the planned independent review of the procurement exercise and suggested that Chigwell should be approached as part of this review. The Director agreed that finding out what had gone wrong was important and noted that the terms of reference of the review would be brought to the Major Works Programme Board before being finalised. The Member also asked about the experience of the officers who would be managing the in-house team. The Director confirmed that, in his previous role, he had helped to facilitate a move from an external third-party service to a Direct In-House Team. He also advised that fellow officers within the BEO were well experienced in the industry. He agreed to provide details in the next report.

A Member asked if there was any option to consider the second bidder and if there was any risk of a challenge from other bidders involved in the procurement process. The Director advised that he had asked his legal and procurement colleagues about this and would provide the Committee with further clarity on the options and the risk of a challenge.

In response to a question from a Member the Director advised that it was standard practice to purchase parts via the Estate-wide charging. A schedule of parts purchased would be kept and the charge would be transferred to the relevant block as they were used. He agreed that there needed to be a clear distinction between leasehold and freehold matters, and clarity as to whether the team would be able to undertake private, non-service charge, work. This would be investigated in the further work to refine the implementation plans.

A Member asked for an update on the integration with Civica. The Director acknowledged that the implementation of Civica for the Estate had been difficult, however he did not have any concerns with Civica as a product. Specifically, the workflow management system would be used to assist the repairs and maintenance programme. An IT program and integration manager would be employed to assist with this project to oversee the implementation. The Director agreed to share the timeline for delivery with RCC Members following the meeting.

A Member advised that his House was not against the proposal in principle, but had expressed concern about the amount of work that was needed in the planned timeframe. The Director agreed that the current timeline was ambitious, but advised that conversations were being held with the other third-party provider, Elkins, to explore the support that they might provide during the transition and especially if the timelines were extended as a result of the further refinement of the plans once in principle approval had been obtained.

In response to a question concerning the adaptability of what would be a small workforce, the Committee was advised that Chigwell had made arrangements with other third parties in the event of specialist requirements and contingency planning for emergency scenarios had been noted in the risk register. The budget included an allowance for specialist works undertaken by these third parties. Regarding the workforce, the Director confirmed that the BEO would be guided by HR colleagues regarding the options available and were seeking to retain staff and institutional knowledge after the service was brought in-house.



A Member asked if the Delivery Board was required to oversee this project and the Committee was advised that a discussion had been held with the Reporting Committee and Major Works Programme Board, and it had been agreed that the Delivery Board should be considered to be a Task and Finish Group that would be disbanded when the service had been up and running for a period of time.

A Member referenced the specialist works that would be outsourced and asked if there was any analysis from previous data to outsourced components and whether major capital equipment could be in-sourced as well, given the expected costs. The Director confirmed that the specialist works and risk contingency had been informed by data available, but would be analysed in more detail in a future iteration. The Director highlighted that the BEO believed that the delivery of this programme would provide a better repair service to residents and was not running a cost saving exercise. He also agreed to give further consideration as to what equipment the BEO could have in store and what should be hired when needed.

The Deputy Chair raised some points regarding additions to the risk register, together with mitigations, including those that had already been discussed. She noted that HR had not provided appropriate, helpful or consistent support in previous BEO reorganisations. Also, the risk register should reflect that the BEO had not had particularly good experiences when implementing IT projects, the potential for loss of corporate knowledge and the risk of loss of staff or the inability to attract staff of the appropriate calibre due to the City Corporation remuneration structure. Regarding the remuneration structure, the Executive Director, Community and Children's Services, advised the Committee that she had raised this concern with officers involved in the Ambition 25 programme which related to salary remuneration across the Corporation and was benchmarking against the private and public sectors. She did not think that this would be a problem.

In response to a question from a Member, the Director advised that, if Elkins were used for purchasing items, they would charge a mark-up for delivering that service. If this purchase route was used, the mark-up would be open to discussion.

The Chair asked whether experienced staff who utilised their own tools should be given an allowance, which might help with their remuneration. She also asked why the Asset Condition Survey was being proposed, given the resource that it would take. The Director explained that the asset survey would be conducted to ensure that the City Corporation was comfortable with the condition of assets that would be maintained by the BEO. He advised that the timing could be extended.

The Chair noted that the key aim of the BEO appeared to be to ensure that the service would be delivered appropriately and that, if necessary, the number of employees would be adjusted to ensure this. The Director confirmed that resources would be under continual review.

Noting the concern that had been expressed about the work required from the BEO team to bring this service in-house, the Chair recommended that the Director consider whether any of the other planned programmes would have to be deferred and advise the Members accordingly.

In response to a question from a Member regarding the programming of all the works across the Estate, the Director informed the committee that the Planned Preventative Maintenance Programme, Capital Expenditure Programme and Contracts Matrix had been sent to the MWPB for review and were expected to be provided to this Committee at its next meeting. He expected that these documents would provide a good level of assurance to Members that the BEO were aware of what projects needed to be completed, when they were likely to be programmed and what the costs would be. Projects that were being led by the City of London, such as the fire doors, would also be included. The team were now in a position to start delivering on these projects, with information regarding BRC project approval requests being included in the papers.

A Member raised concerns about the Bunyan Court car park welfare area, which added to routine traffic through common areas of the blocks served by the car park. The transport of materials, tools and equipment to the rest of the estate may cause damage. The Committee was advised that officers had discussed the workshop at Bunyan Court but this would need to be reviewed further.

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

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

The Committee received a report of the Executive Director of Community & Children's Services which noted the agreement to appoint an expert witness/forensic architect to determine the apportionment of liability with respect to the costs related to the rectification of the problems with the fabric of Ben Jonson House.

The Chair advised that she was pleased that the City Corporation had reached this stage, as it was a key part of the restitution process and should provide an understanding of the work undertaken by the City Corporation on buildings within the estate. She thanked the residents and officers who had played a part in the process.

The Director described the work undertaken with regard to this tender and advised that the decision had been based on a review of the documents provided that detailed the quality and cost, together with their interview performance.

A Member was delighted to hear that the cheapest candidate was also the best in terms of quality evaluation but wanted further assurance that they were the ideal candidate. The Deputy Chair confirmed that the evaluation team comprised of three residents, which included herself, as well as three qualified experts from the BEO. The papers were individually marked and then moderated collectively and all took part in the interviews. They had unanimously agreed that Hawkins were the best candidate before the costs were even reviewed.

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

## **7. SERVICE CHARGE LEASEHOLDER UPDATES**

The Committee received a report of the Executive Director of Community & Children's Services in respect of an update to service charge leaseholders.

The Director advised that some comments had been received from residents in relation to the figures listed in the report. These would be responded to and the figures amended, where appropriate, before they were sent out to leaseholders. He asked for residents to provide comments to RCC representatives by Friday 12 September. Members noted that it might be difficult to provide comments by this time.

The Service Charge & Revenue Services Manager was thanked for all her hard work to progress the outstanding service charge reports.

A Member noted that the Service Charge Working Party (SCWP) had not had the opportunity to review the report or the 2025/26 figures. She recommended that the SCWP should review the report before it was circulated to residents. The Director agreed to this review.

A Member asked why the increase in supervision and management costs varied between blocks and noted that there was a 99% increase in management and supervision costs for Andrewes House. The Director advised that work had been undertaken concerning the display of items classified as 'Supervision and Management' and acknowledged there could be some confusion as there were two different displays titled "Supervision and Management", with changes in definition since the previous year. He agreed to review this with the SCWP and would then provide the Committee with a definition of the term in each bracket. Following a question relating to the charge for house officers, despite this role no longer existing, the Director explained that the house officer role had been repurposed and in future budgets these costs would be labelled differently to reflect that the position still existed, but the job description had changed slightly due to the BEO restructure.

In respect of the service charge audit, a Member asked when the process would be concluded. The Director advised that the audit would be conducted on an annual basis and the appointment of an auditor was on the agenda for the next SCWP meeting. Once completed, the results of the audit would be shared. A Member asked for it to be noted that Wallside was not represented on the SCWP and that reports had not yet been provided for Wallside and the Postern. The Wallside representatives had scheduled a meeting with the Director and would discuss the issues with him.

A Members asked to receive an organisation chart and the Director confirmed that this was on the agenda for the next Reporting Committee meeting and would be provided to the Committee in due course.

Members noted that there were no figures for 2024/25 within the report. The Director advised that these were not due until the end of September.

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

## **8. BARBICAN RESIDENTIAL ESTATE LIFT REFURBISHMENT**

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

A Member asked why consultancy fees had increased for the complete design solution. The Director advised that ancillary costs of professional services, such as project management and the Building Safety Regulator, had now been included in the consultancy fees and added to the original estimates of the costs to repair each lift. The Director explained that the Barbican Residential Committee (BRC) were being asked to approve the initiation of phase one which would include the design specification, open market tendering and legal and procurement input.

A Member noted that the report advised that it was not yet certain whether the work would fall within the purview of the Building Safety Regulator. The Director advised that this would be determined when the consultant was preparing the detailed design specification.

A Member quoted the £6.312 million project budget mentioned in the report and asked about the BEO's confidence in this figure. The Director explained that this figure had been taken from initial asset overviews and that the full costs would not be known until the design and specifications were completed.

A Member referenced the expected savings on maintenance costs following the replacement of lifts and encouraged officers to quantify the benefits to residents. The Director advised that this should be possible once the full design specification and timeline had been prepared. Regarding the tendering process, the Committee was advised that Ilecs would be invited to tender, but it would be an open tender exercise.

In response to a question, the Director confirmed that that relevant Houses would be consulted fully before approval was requested in respect of the Terrace Lifts. The Director reminded the Committee that this report was specifically relating to Gateway 2 approval for Phase 1, the Tower Lift refurbishment, and the costs which required approval only related to the Barbican Estate Towers. He apologised for any confusion in the report wording. The Chair noted the reference to the 'Housing Programme Board' that had been included in error and noted that it would be changed to the 'Major Works Programme Board'. A Member asked for the Terrace Lifts report to be included in the action tracker, given that it had not yet been provided to the RCC.

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

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

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

*During the discussion of this item the Committee also agreed to extend the meeting by 30 minutes, as per standing order 39.*

The Committee received a report of the Executive Director of Community & Children's Services in respect of two Gateway 2 reports (Roof and Balcony Renewal Programme and Window Repairs Programme) for consideration. The Director advised Members that separate reports had been prepared to facilitate specialist procurement. However, they formed part of a single coordinated Building Envelope strategy that would be overseen by a lead architect. The existence of both programmes would retain the ability to appoint separate specialist contractors for windows, roofs, water ingress and drainage, if required.

The Director further noted that, whilst the reports suggested that the work would be funded through the service charge, this might be impacted by the work of the Expert Witness that the BRC were being asked to approve. He also apologised for some of the wording used in the reports that had suggested that the sole reason that the work was required was because they had reached the end of their lifecycle; he acknowledged that past management failures in the maintenance of these roofs in previous years was also likely to be a factor.

The representative for Brandon Mews wanted it noted that his House Group believed that the inclusion of Brandon Mews in the scope of the resolution in agenda item 9 was an error. The House Group had been alarmed to see that the Brandon Mews Canopy was included in the Barbican Estate Roof Programme and had presented a motion just ahead of this meeting to remove Brandon Mews' association with agenda item 9 and to reject the proposal. The Member also highlighted that the ongoing Avanti review of the canopy had not yet been concluded, and that the canopy was not a roof but instead a piece of architecture which also served as waterproofing. The Director noted the Members' concern and explained that the reports sought to ask for the approval to procure architectural services which meant that, once the Avanti consultation had been completed, the BEO would be able to appoint a lead architect to undertake the work necessary on the canopy without causing any further delay. He agreed to discuss this further with the representative of Brandon Mews outside of this meeting. The Member noted that the report stated that 95% of the liability for costs of this programme would be ascribed to leaseholders and that it was instead expected that the City Corporation would be responsible for the costs of maintaining and, if appropriate, replacing the Brandon Mews canopy. The Director confirmed that the liability costs of the roofs, per the lease agreements, was recoverable under service charge. However he noted that this funding strategy was subject to change as both programmes progressed. The Member advised that it was not acceptable for Brandon Mews to be included in the proposal, especially given the proposed liability for costs. He noted the potential for delay.

A Member noted the £9 million allocated to the total cost of the delivery of phase one and that this had not been submitted to the MWPB for prior consideration. He asked how these costs were going to be apportioned to residents. Another member asked about the timings. The Director highlighted that the reports contained indicative costs and timings and that the BEO would refine these as the programme progressed through Gateway 2 to Gateway 3. They were also planning to review the options the City Corporation could provide to leaseholders, if any, in respect of the costs.

A Member wanted the push back from several RCC Members at this meeting in respect of the 95% liability costs to be noted at the BRC. The Director confirmed that several BRC Members were in attendance at this RCC meeting and that the RCC Chair is invited to speak at BRC meetings. The BRC were aware of the work of the Expert Witness and that it might impact the liability for costs. However, the Director reminded the meeting that the legal position was that the leaseholders were liable for these costs.

The Director confirmed that the allocation of costs to leaseholders would be discussed at the relevant Committee or Working Party and would become more block specific as the figures were known.

In response to a question from a Member, the Director advised that warranties would be sought for the work, balancing cost against quality and the length of the warranty. Processes regarding potential claims on the warranties would also be put in place.

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

## **10. REPORT OF DIRECTOR OF PROPERTY AND ESTATE MANAGEMENT**

The Committee received a report of the Executive Director of Community and Children's Services informing Members of the RCC on the work of the BEO.

The resignation of Chigwell had meant that the focus of the work of the BEO had changed and there had also been resource challenges in the past three to six months, including the need to ensure that Chigwell continued to undertake the work required. The Director introduced the officers present, including his new PA and advised that the new Head of Resident Services would join on 1 October 2025, which would mean that the BEO would then be fully resourced. He did not expect to have to defer any other MWPB, Reporting Committee or tower lift meetings.

The Planned Preventative Maintenance Programme, Contracts Matrix and Capital Expenditure Plan had been submitted to the MWPB for consideration at their next meeting and these documents would be available at the next RCC meeting.

The submission for the Governance Review would be reviewed at the next Reporting Committee.

The Chair thanked officers for the work undertaken by the whole team in relation to the Chigwell Group's exit.

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

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

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

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

**12. OUTSTANDING ACTIONS**

*At the outset of this meeting, the Chair requested that Item 4 (Outstanding Actions) be received following item 11.*

The Committee noted the actions tracker for the Barbican Estate Residents' Consultation Committee (RCC) and the Barbican Residential Committee (BRC). The Chair noted that the comments for actions 18 onwards related to the action above. The Chair proposed that action points 26, 27 and 28 be closed.

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

There was no other business that the Chair considered urgent.

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

A Member advised that groups on roller blades were coming onto the Estate late at night and asked for details of the actions that were being undertaken. The Director advised that he would meet the Member to discuss this and that he was working on an anti-social behaviour and security strategy that would be brought to a future meeting.

The representative for Brandon Mews advised that, further to his earlier comments, he noted that the Avanti report would be produced soon and that Brandon Mews residents had been happy with the process of engagement in the selection and appointment of Avanti, but were concerned about the lack of engagement since then. Brandon Mews were looking forward to further engagement in respect of the results of the Avanti review and the scoping of the next steps. The Director confirmed that, as detailed in Avanti's work specification, they were due to undertake consultation with leaseholders. This had not yet taken place, but he understood that Avanti would start the process shortly.

There were no other urgent items of business.

**The meeting ended at 20:50pm**

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Chairman

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



<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 3 November 2025 17 November 2025
<b>Subject:</b> Repairs & Maintenance (Lot 2) – In-House Updates	<b>Public</b>
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• provides statutory duties</li> </ul>	Providing Excellent Services
<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 updates Members on the implementation of the in-house repairs service following Barbican Residential Committee (BRC) approval. The Barbican Estate Office (BEO) is adopting a phased approach to ensure continuity of service, effective management of resources, and a smooth transition.

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

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

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

## Recommendation

Members are asked to:

- Note the contents of the report.

## **Main Report**

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

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

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

### **Phase One – Transition and Continuity**

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

Key features include:

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

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

### **Phase Two – Establishment of the In-House Model**

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

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

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

### **Next Steps**

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

## **Appendix**

### Appendix 1 – Phase 1 Implementation

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

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

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<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 3 November 2025 17 November 2025
<b>Subject:</b> Report of the Major Works Programme Board	<b>Public</b>
<b>This proposal:</b> <ul style="list-style-type: none"> <li>provides statutory duties</li> </ul>	Providing Excellent Services
<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>Report author:</b> Daniel Sanders – Director of Property & Estate Management	<b>For Information</b>

## Summary

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

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

## Recommendation

Members are asked to note the report.

## Main Report

### Planned Preventative Maintenance (PPM)

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

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

### **Contracts Matrix**

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

### **Compliance Risk Register**

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

### **Project Tracker**

The Board reviewed progress on several ongoing and planned projects.

#### **Fire Signage:**

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

#### **Fire Doors:**

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

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

#### Brandon Mews Canopy:

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

#### Lift Replacements:

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

#### Expert Witness (Ben Jonson):

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

### **Capital Expenditure Plan**

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

### **Minutes, Actions and Papers**

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

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

### **Alignment of Reporting and Planning Cycles**

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

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

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

**Appendix 1** – PPM

**Appendix 2** – Contracts Matrix

**Appendix 3** – Capital Expenditure Plan

**Appendix 4** – Project Tracker

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

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



PPM SCHEDULE



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

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

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

# CONTRACTOR MATRIX



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

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

WORK S TYPE	REF	WORKS	BLOCKS	SCOPE	ESTIMATED COST	ESTIMATED COST INFLATION UPDATE Q2 25	ESTIMATED RECOVERABLE COST	B2M	TIMELINE												Estimated Cost																		
									YEARS 1-5													YEARS 6-11																	
									-2	-1																													
									2024	2425	2526	2627	2728		2829		2930												30/31	31/32	32/33		33/34		34/35		35/36		Total
EXISTING WORKS		Internal & External Redecoration (2020-25)	Multiple Blocks (Works Completed)	Capital redecoration of previously painted/varnished surfaces		£1	£0	Y																															
		Lift Refurbishment/Modernisation (Phase 1)	Cromwell, Lauderdale, Shakespeare	Full lift refurbishment of lower block lifts	£4,600,000	£5,055,000	£4,802,250	Y			£115,301	£115,301	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£440,000	£4,600,000					
		Fire Door Replacement Programme	All Blocks	Upgrade of all fire rated doors to meet current standards	£20,000,000	£26,700,000	£0	N			£275,000	£275,000	£1,100,000	£1,100,000	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£2,156,250	£20,000,000					
		Balcony Waterproofing & Repair	Frobisher Crescent	Repair to 9th floor balconies to remedy water penetration issues	£1,200,000	£1,602,000	£1,140,000	Y					£200,000	£400,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£1,200,000					
		Window Repairs (All Blocks)	Exposed elevations on upper floors	Repair/replace defective windows meeting all heritage requirements	£12,000,000	£12,000,000	£9,482,250	Y/N					£200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£1,200,000	£12,000,000					
EXISTING TOTAL					£37,800,000	£46,357,000	£5,942,250					£390,301	£790,301	£3,140,000	£2,840,000	£3,996,250	£3,996,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£3,796,250	£37,800,000					
NEW MECHANICAL & ENGINEERING WORKS		Electrical Infrastructure Refurbishment	All Blocks, Car Parks, Subway	Survey Switchrooms, Common Parts, Lighting, Lift Supply/Metering & renew as required. External cabling running underneath replaced	£16,500,000	£22,027,500	£20,926,125	Y			SURVEY	£200,000	£200,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£1,650,000	£16,500,000					
		Lift Refurbishment/Modernisation (Phase 2)	Ben Jones, Briton, Bryn, Karpis, John Tondie, Mountjoy, Seddon, Thomas More, Willoughby	Survey & refurbish named lower rise block lifts as required	£4,300,000	£5,485,000	£5,210,750	Y			SURVEY			£150,000	£150,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000	£4,300,000					
		Car Park Sprinkler System	All Car Parks	Renew life expired sprinkler components as required	£360,000	£480,600	£0	N				£180,000	£180,000																					£360,000					
		Hot & Cold Water Systems	All Blocks, Car Parks, Subway	Survey Landlords Pipework, Tanks, Valves, Insulation & renew as required	£2,700,000	£3,604,500	£2,854,275	Y					SURVEY	£150,000	£150,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£2,700,000					
		Lift Refurbishment/Modernisation (Phase 3)	Andrews, Deane, Gilbert, Speed	Survey & refurbish named lower rise block lifts as required	£4,812,500	£5,730,000	£4,873,500	Y					SURVEY	£150,000	£150,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	£4,812,500					
		Door Entry Systems	All Blocks, sec Mews blocks	Survey & renew call panels, handsets as required	£1,700,000	£2,269,500	£2,156,025	Y					SURVEY	£100,000	£100,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£1,700,000					
		Building Management Systems	All Blocks	Survey & renew existing BMS as required	£1,600,000	£2,136,000	£2,029,200	Y					SURVEY	£100,000	£100,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£150,000	£1,600,000					
	NEW M&E TOTAL					£31,972,500	£41,781,100	£38,049,875						£530,000	£530,000	£2,000,000	£2,000,000	£2,900,000	£2,900,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	£31,972,500					
		Concrete Repairs to Vent Stacks	Podium Vents by Cromwell	Patch repair spalling podium vent stacks	£120,000	£160,200	£0	N						£50,000	£60,000																			£120,000					
		External Envelope (Roof & Balcony Replacement)	All Blocks	Survey & renew existing roofs and balconies	£35,000,000		TBC	Y/N				SURVEY	£200,000	£200,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£1,750,000	£35,000,000					
		Internal Flooring/Carpeting	Ben Jones, Karpis, Cromwell, Frobisher, Gilbert, Lauderdale, Mountjoy, Seddon, Shakespeare, Willoughby	Survey & renew existing flooring as required. Replacements subject to leaseholder consultation	£210,000	£280,350	£165,500	Y				SURVEY	£105,000	£105,000	£105,000																			£210,000					
NEW BUILDING FABRIC WORKS		Cyclical Redecoration (2026-27)	Internal: Bryn, John Tondie, External: Lambert Jones, Mountjoy, Seddon, Thomas More	Capital redecoration of previously painted/varnished surfaces, full scope subject to leaseholder consultation	£700,000	£934,500	£665,000	Y			SURVEY	£175,000	£175,000	£175,000	£175,000																		£700,000						
		Cyclical Redecoration (2030)	External: Ben Jones, Briton, Bryn, Karpis, Cromwell, John Tondie	Capital redecoration of previously painted/varnished surfaces, full scope subject to leaseholder consultation	£910,000	£1,214,850	£864,500	Y								SURVEY	£455,000	£455,000															£910,000						
		Playground Refurbishment	Thomas More & Speed Play Areas	Survey & renew play equipment, flooring, seating as required	£50,000	£66,750	£47,500	Y								SURVEY	£25,000	£25,000															£50,000						
	NEW BUILDING FABRIC TOTAL					£366,990,000	£2,656,650	£1,779,300					£175,000	£175,000	£365,000	£365,000	£1,750,000	£1,750,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£2,230,000	£366,990,000					
	PROGRAMME TOTAL YEARS 1-5 TOTAL					£366,990,000	£46,389,750	£39,826,375					£566,301	£566,301	£4,210,000	£4,916,000	£7,746,250	£7,746,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£5,046,250	£366,990,000				
Total Estimated Cost Years 1-5					£106,762,500																													£106,762,500					

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

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

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





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

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

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



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

<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 3 November 2025 17 November 2025
<b>Subject:</b> Report of Reporting Committee	<b>Public</b>
<b>This proposal:</b> <ul style="list-style-type: none"> <li>Provides business enabling functions</li> </ul>	Providing Excellent Services
<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 updates Members of the RCC/BRC on the work of the Reporting Committee since the last cycle.

## Recommendation

Members are asked to:

- Note the contents of this report.

## Main Report

### Background

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

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

### Governance Review Proposal (Charles Russell Speechlys)

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

#### Costs and Scope

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

#### Resident Involvement and Transparency

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

#### Governance and Communication

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

#### General Support

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

#### Actions Agreed

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

#### **RCC Papers**

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

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

These amendments were agreed unanimously.

## **Reports of MWPB**

The Reporting Committee received draft versions of:

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

The drafts were received and noted.

## **BEO Organisational Chart**

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

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

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

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

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

## **Minutes, Actions and Papers**

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

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

### **Agenda Planning:**

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

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

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

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



<b>Committee(s):</b> Barbican Estate Residents Consultation Committee – For Information  Barbican Residential – For Decision	<b>Dated:</b> 3 November 2025  17 November 2025
<b>Subject:</b> Governance Review	<b>Public</b>
<b>This proposal:</b>	To approve the appointment of CRS and Inside the Box Consulting to carry out a governance review.
<b>If so, how much?</b>	£97,600 - £105,000
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	City Funded
<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 recommends a Governance Review of the Barbican Estate, commissioned to examine the current decision-making structures, stakeholder relationships, and statutory frameworks under which the Estate operates. The review will assess how governance, consultation, and accountability can be strengthened across the Barbican’s unique mix of statutory bodies, resident organisations, and the City of London Corporation.

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

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

## Recommendations

Members are asked to:

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

## **Main Report**

- **Background**

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

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

The Governance Review was therefore commissioned to:

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

- **Proposal Overview**

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

### **Phase One – Diagnostic and Legal Review**

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

### **Phase Two – Process and Governance Design**

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

### Phase Three – Resident and Stakeholder Engagement

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

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

We have agreed to

- **Key Features and Benefits**

The Governance Review is designed to:

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

- **Resident Feedback and Adjustments**

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

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

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

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

- **Relationship with Other Workstreams**

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

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

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

## Appendices

Appendix 1 – Barbican Estate Governance Review – Our Proposal

Appendix 2 – Barbican Estate Governance Review – ToR

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

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

# *Modernising your governance structure*

## *Proposal for The Barbican Estate*

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Private and Confidential

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

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

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

### So, why work with us?

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

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

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



**Emma Humphreys**  
*Relationship Partner*  
+44 (0)20 7203 5326  
[emma.humphreys@crsblaw.com](mailto:emma.humphreys@crsblaw.com)

## Scope of *work and fees*

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

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

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

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

### Scope of Work and Indicative Fee Estimate

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

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

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

## Assumptions

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

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



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

## Project management *approach*

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

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

### Kick off

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

### Project

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

### Service Quality

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

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

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

## Our *experience*

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

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

*Further selected experience includes:*

### Charles Russell Speechlys

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

### Inside the Box Advisory

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

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

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

## Your *project team*



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

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



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

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



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

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



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

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



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

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

# Appendix: *proposed hourly rates*

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

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

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

# Contact us

If you have any questions please contact



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

### **Introduction & Purpose**

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

### **Objectives**

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

### **Stakeholders in scope**

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

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

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

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

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

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

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

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

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

### **Key Areas of Focus**

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

### **Methodology**

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

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



### **Reporting & Implementation**

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

### **Timeline**

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

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

\*Timeline subject to full proposal from appointed consultant.

### **Conclusion**

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

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<b>Committee(s):</b> Barbican Estate Residents Consultation Committee - For Information Barbican Residential Committee - For Decision	<b>Dated:</b> 3 November 2025  17 November 2025
<b>Subject:</b> 2024/25 Barbican Estate Service Charges Actuals	<b>Public</b>
<b>This proposal:</b>	To review the accounts for the Barbican Estate Service Charges for the period 01/04/2024 – 31/03/2025
<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 presents the actual expenditure against the billed Estimate for the period 1<sup>st</sup> April 2024 – 31<sup>st</sup> March 2025. The report provides narrative against the major variances.

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

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

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

## Recommendations

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

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

## Main Report

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

Billed Estimate: £16,296,044

Actual Spend: £14,911,608

Underspend: **£1,384,436**

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

### Barbican Estate Office - Costs of Management & Supervision:

Billed Estimate: £678,914

Actual Expenditure: £941,624

Overspend: **£262,710**

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

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

### Resident Staff (Resident Engineers):

Billed Estimate: £404,000

Actual Expenditure: £329,146

Underspend: **£74,854**

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

#### **Cleaners:**

Billed Estimate: £1,386,582

Actual Expenditure: £1,322,679

Underspend: **£63,903**

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

#### **Car Park Attendants:**

Billed Estimate: £772,498

Actual Expenditure: £998,822

Overspend: **£226,324**

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

#### **House Officer:**

Billed Estimate: £145,042

Actual Expenditure: £198,855

Overspend: **£53,813**

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

## **General Repairs:**

Billed Estimate: £3,144,000

Actual Expenditure: £2,586,717

Underspend: **£557,283**

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

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

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

## **Technical Services:**

Billed Estimate: £450,215

Actual Expenditure: £296,164

Underspend: **£154,051**

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

## **Lift Maintenance:**

Billed Estimate: £396,329

Actual Expenditure: £567,740

Overspend: **£171,411**

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

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

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

### **Electricity (common parts and lifts):**

Billed Estimate: £930,804

Actual Expenditure: £719,521

Underspend: **£211,283**

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

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

The remaining underspend reflects changes in energy price and usage.

### **Heating:**

Billed Estimate: £4,581,233

Actual Expenditure: - £3,797,954

Underspend: **£783,279**

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

The remaining underspend reflects changes in energy price and usage.

### **Non-Annually Recurring Works:**

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

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

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

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

## **Appendices**

Appendix 1 – Consolidated Barbican Estate Accounts

Appendix 2 – Individual Block Accounts

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

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



### Barbican Estate wide Service Charges

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



<b>Actual Service Charge Costs 2024/25 Seddon House 75 Flats (3.78% of estate costs)</b>	<i>Actual 2023/24</i>	<i>Actual 2024/25</i>	<i>Estimate 2024/25</i>	<i>Estimate 2025/26</i>
<b>Customer Care</b> Costs of Management and Supervision - Seddon House & Proportion of Estate Costs	£ 20,589	£ 28,585	£ 21,519	£ 46,944
<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	13,810 - 9,533 55,177 40,682 6,017  125,219	12,098 - 9,657 56,837 49,995 7,310  135,897	14,849 - 10,737 60,385 38,712 5,331  130,014	16,430 - 7,000 65,920 40,337 6,763  136,450
<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	13,376 61,795 10,144 12,226 23,777 149,422  270,739	14,415 53,546 10,639 23,128 21,142 146,801  269,671	12,145 93,692 16,548 13,070 26,352 180,067  341,874	11,984 70,571 16,871 15,985 29,428 117,475  262,313
<b>Open Spaces</b> Garden Maintenance - Estate %	7,207	6,692	7,766	7,484
<b>Total Annually Recurring Items</b>	<b>423,754</b>	<b>440,846</b>	<b>501,173</b>	<b>453,191</b>
<b>Non-Annually Recurring Items - Major Works</b>  External Redecorations - Seddon House cost Electrical Testing Water Tank Repairs/Replacement Internal Redecorations Water Supply Works Asset Management/Stock Condition Survey Asbestos Works Redecorations 2020 - 2025 Programme Replacement Window & Door Frames  Total Non-Annually Recurring Items TOTAL	- 13,510 268 28,765 1,070 - 1,398 - - -  45,011 468,765	- 1,988 - - 1,707 - 7,763 - 3,500  14,957 455,803	- - - - - - - - -  - 501,173	- - - - - - - - -  - 453,191

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

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

<b>Actual Service Charge Costs 2024/25 Thomas More House 165 FLATS (6.04% of Estate Costs)</b>	<i>Actual</i> <b>2023/24</b>	<i>Actual</i> <b>2024/25</b>	<i>Estimate</i> <b>2024/25</b>	<i>Estimate</i> <b>2025/26</b>
	£	£	£	£
<b>Customer Care</b> Costs of Management and Supervision - Thomas More House & Proportion of Estate Costs	50,285	72,194	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 - Estate %  Sub Total	22,067 - 12,915 120,091 65,020 9,615  229,709	19,331 - 14,250 123,704 79,905 11,681  248,871	23,728 - 14,547 131,515 61,857 8,519  240,167	26,253 - 13,000 143,570 64,454 10,807  258,084
<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  Sub Total	21,374 236,392 19,586 40,953 56,062 280,224  654,590	23,033 252,324 25,858 61,279 48,404 264,598  675,496	19,407 215,880 26,442 43,798 66,602 355,695  727,823	19,148 112,764 26,958 53,948 66,772 384,800  258,084
<b>Open Spaces</b> Garden Maintenance - Estate %	11,515	10,693	12,409	11,958
<b>Total Annually Recurring Items</b>	<b>946,099</b>	<b>1,007,254</b>	<b>1,025,883</b>	<b>1,024,673</b>
<b>Non-Annually Recurring Items - Major Works</b>  Internal Redecorations - TMH cost Window Replacement Water Tank Repairs/Replacement Concrete works Electrical Testing Emergency lighting Water Supply Works Asset Management/Stock Condition Survey Redecorations 2020 - 2025 Programme Asbestos Works  <b>Total Non-Annually Recurring Items</b>	  114,487 26,652 685 - - - 13,509 - - 13,453  168,787	  - - - - 9,085 870 5,997 - - 42,764  58,716	  - - - - - - - - - -  -	  - - - - - - - - - -  -
<b>TOTAL</b>	<b>1,114,885</b>	<b>1,065,970</b>	<b>1,025,883</b>	<b>1,024,673</b>

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

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

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

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



<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 3 November 2025 17 November 2025
<b>Subject:</b> Report of The Director of Property & Estate Management	<b>Public</b>
<b>This proposal:</b> <ul style="list-style-type: none"> <li>provides business enabling functions</li> </ul>	Providing Excellent Services
<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>Report author:</b> Daniel Sanders – Director of Property & Estate Management	<b>For Information</b>

## Summary

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

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

## Recommendation

Members are asked to:

- Note the contents of the report.

## Main Report

### Governance Review

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

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

## **In-House Repairs Service – Phased Implementation**

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

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

## **Barbican Estate Office (BEO) Organisational Structure**

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

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

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

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

## **Major Works Programme Board (MWPB)**

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

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

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

## **Building Safety Cases – Barbican Towers**

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

- Shakespeare Tower
- Cromwell Tower
- Lauderdale Tower

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

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

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

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

## **Alignment of Reporting and Planning Cycles**

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

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

## **Service Charge Apportionment Review**

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

Contact: Daniel Sanders – [dan.sanders@cityoflondon.gov.uk](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	Several drainage works have taken place over the past couple of months at LJM and whilst the issues are not all fully resolved progress is being made to ensure the systems are unblocked and functioning. Further discussions will shortly be had with the House Group and wider residnets to review.
2	04/09/2023 (Minute 9)	<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. The "wash up" finance report has now been prepared, it has not been scrutinised enough to bring to this RCC/BRC but will be int ime for February 2026.
3	04/09/2023 (Minute 10)	<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 <b>via MWPB</b>	01-Sep-25	30-Nov-25	The plan is within the agenda pack for this meeting (Nov-25)
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 be applied to the Barbican Estate.	D Sanders	28-Apr-25	30-Nov-25	This work has been postponed due to the ongoing reactive repairs situation. It is still vitally important and will be picked up by the new Head of Resident Services supported by the Director.
5	25/11/2024 (Minute 3)	<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	The Head of resident services has picked up conversations with the app provider and internal teams over the past few weeks, we are shortly going to commit to a new launch date following succesful conversations.
7	02/09/2024 (Minute 13)	<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 <b>via MWPB</b>	01-Jan-25	30-Nov-25	Please see roject tracker.

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 via RepCom	01-Jan-25	30-Nov-25	Nov -25 - again following the withdrawal of Chigwell the way we collate and present this information will fundamentally change. In the meantime if members have specific invoice queries they can make an Ad-Hoc request.
9	25/11/2024 (Minute 6)	<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 via SCWP	01-Apr-25	30-Nov-25	Please see outrun report within agenda pack.
10	25/11/2024 (Minute 7)	<b>Purchase Power Agreement:</b> The Member asked if credit(s) attributed to non-residential blocks were used to offset estate expenditure and officers agreed to investigate further and provide clarity to Members on which switch rooms had been credited.	D Sanders via RepCom	01-Apr-25	30-Nov-25	Nov-25 The Purchase Power Agreement (PPA) non-consumer blocks were still being assessed. This is still being reviewed.
12	25/11/2024 (Minute 16)	<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	Commitment is noted in the Proeprty Director Report within this agenda pack.
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	All repairs data has now been shared with House Chairs and SLWP.
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 via MWPB	01-Apr-25	01-Apr-27	Proposed Closed.
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, however any work resulting from this appraisal would be based upon Avanti recommendations.	D Sanders via MWPB	01-Aug-25	30-Nov-25	Meeting being scheduled with Avanti and BM leaseholders via Mia Blainey.
17	03/02/2025 (Minute 18)	<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	Officers advised that the heating survey was continuing and that, to ensure that there was as much supplementary data as possible, more volunteers would be sought in the blocks currently being reviewed and, perhaps, in some other blocks as well.

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

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 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.	D Sanders Via RepCom		30-Nov-25	Paper within agenda pack.
23	28/04/2025 (Minute 9)	<b>Tower Lifts Projects:</b> 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. 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. 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.	D Sanders via MWPB			Will Roerts has taken ownership and held meetings with the working group alongside Eoin Doyle and thigns are progressing well. The tender docs for consultants are being drawn up.
24	28/04/2025 (Minute 9)	<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 MWPB			Propose Closed as reports have been issued.
25	28/04/2025 (Minute 10)	<b>Brandon Mews Canopy:</b> Officers agreed to provide an offline briefing regarding work undertaken to date and leaseholder engagement in respect of the Brandon Mews Canopy.	D Sanders			Propose Closed as same as action 15.



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	Proposed Closed
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	Proposed Closed
28	28/04/2025 (Minute 12)	<b>Action Tracker:</b> The next iteration of the action tracker would include the door fireproofing project.	D Sanders	01-Sep-25	N/A	Proposed Closed
29	02/09/2024 (Minute 6)	<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 potential security risk.	D Sanders via MWPB		03-Nov-25	See Project Tracker.

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

The Gardens Advisory Group carried out their quarterly inspections of the four sections of the Barbican Gardens in Sept 2025 and reviewed the results of those inspections at their meeting on October 15. Many thanks to GAG members for their active participation in the inspections and for the reports and contributions on the areas inspected. The City Gardens Manager, Jake Tibbetts, was unavailable to join our inspections. Members of the GAG expressed their appreciation of Jake's strong record of participation and their recognition of the many demands on his time.

The inspections confirmed the expectations expressed in our last report. The rains that arrived in late August and September restored the lawns and the weeds. Encouragingly trees and shrubs that had been shedding leaves in response to the long dry spell were putting out new leaves and new growth. This increase in foliage and the opportunity it provides for photosynthesis will be invaluable in helping plants to recover and sustain themselves through the winter. It also meant that blossom continued to appear across the gardens e.g. the Japanese anemones and Michaelmas daisies in the Beech Street and Gardens and the highly scented box leaf honeysuckle beside Ben Jonson.

The trees planted in Speed Gardens and those near John Trundle seem to have survived and flourished despite the dry spell. GAG will follow up with the City Gardens team on the issue of replanting the Speed Gardens trees to provide better coverage across the garden.

The GAG were very positive and appreciative of the hard work, skill and expertise of the City Gardens staff who work on the Barbican gardens. The GAG wants to highlight for the RCC the excellent contribution to life in the Barbican that is provided by these dedicated employees.

There are still some areas that need attention e.g. the planted bed beside the Barbican on Aldersgate, the area adjacent to the waterfall on the lake. In addition there is a need to remove dead wood and dead plants from areas including Fore Street, Breton House and the Thomas More hanging garden.

Disappointingly, the temporary pumps that provide the waterfall at the eastern end of the lake are still in place. The Barbican Centre's efforts to repair or replace the permanent pumps have not yet succeeded although it is understood that work is on-going. The planned temporary drainage of a small part of the lake has been carried out but the issue remains unresolved.

Finally, we would like to welcome Curtis Bannister-Pond to his new post as Head of Resident Services which includes responsibility for the Gardens. We will be inviting Curtis to join the next round of garden inspections and are looking forward to developing a constructive and supportive relationship with him.

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## **Report of the Service Level Agreement Working Party to the Residents Consultation Committee for its meeting on 3rd November 2025**

This working party met at 18.00 on 16th October 2025. Those present included Tony Swanson, Jim Durcan, Jane Smith, Dan Sanders.

Apologies were received from: Andrew Tong, Juliet McNamara, Luke Barton, Curtis Bannister Pond.

The Chair welcomed all those present.

1. KPI Data The Working Party was pleased to receive the KPI data for the first half of the 2025 calendar year. Thanks were expressed to Luke Barton for all his hard work in pulling together this data. Dan Sanders explained that it was hoped to largely automate the process of drawing together this data but, at present, it still requires a significant effort from staff.

2. KPIs – the KPI report was discussed in detail

JS drew attention to the substantial shortfall in performance in relation to urgent repairs. In the period April to June 2025-26 only 24.3% of repairs were dealt with within 24 hours against the KPI of 95%.

DS explained that the system for classifying the urgency of repairs had been simplified and wondered if that might have led to more repairs being classified as a priority 1. The new classification only has two criteria – Priority 1 that should be dealt with in 24 hours and Priority 2 that should be dealt within 20 days. In total there were 99 high priority repairs in the first quarter in 2025-26 compared to 145 high priority repairs in the first quarter of 2024-25. In 2024-25 81% of urgent repairs were dealt with in 24 hours.

The WP also noted that only 65.5% of non-emergency repairs had been completed within 20 days against the target of 95%. (In the same period of 2024-25 the completion rate was 86%). Overall the data indicates a significant fall-off in speed of repairs in the first quarter of 2025-26.

DS acknowledged that this performance was unsatisfactory. The WP welcomed his proposal to provide a paper addressing the issues and the criteria employed in classifying the urgency of repairs to the next SLAWP meeting.

DS also reported that the new messaging service and the expanded Civica system would be deployed from January 1<sup>st</sup> 2026. It is hoped that the new systems will simplify the process of reporting and tracking repairs.

3. Complaints: The Working Party (WP) noted the continuing issues in response times for Stage 1 complaints with response rates dropping from 64% in the previous quarter to 57% in the first quarter of 2025-26. This was particularly disappointing as there had been evidence of a real improvement previously. DS noted that there was scope for the officer

handling a complaint to agree a time extension with the complainant. The WP noted that the target for responsiveness was 100%.

Of the 7 Stage 1 complaints in the quarter 2 related to Communications/ Customer Service, 1 to anti-social behaviour, 1 to cleaning , 1 to lighting, 1 to repairs and 1 other.

The BEO has identified individual officers as having responsibility for particular areas of complaints. The process for handling complaints continues to be managed by the team in DCCS.

4. Lifts: There was discussion of the KPI data in relation to lifts and the extent to which problems with individual lifts were 'masked' by being included in a broader category. TS reported that there had been persistent problems with the lifts in Lauderdale. He estimated that service was reduced to two lifts 40% of the time. Attention was also drawn to the 10 week delay in restoring service on Defoe Staircase 6 lift. DS suggested that it might be possible to provide lift data by blocks. The WP welcomed this proposal but understood that it might not be feasible.

DS reported that the capital programme for the tower block lifts had been approved. He also reported that the BEO was looking at accelerating the modernisation of a couple of the worst performing lifts and a small number of high performing lifts. Spare parts would be 'cannibalised' from the latter to provide a stock of replacement parts that could be used to avoid further lengthy delays.

The paper on terrace block lifts, originally scheduled for the April 2025 RCC meeting, is now expected to be tabled at the November RCC

#### 5. Resident Involvement in Block Inspections

TS reported concerns that residents were not being invited to the regular 6 weekly cleaning inspections and requested action. DS reported that the BEO was planning to conduct three regular inspections in each block each year with resident involvement. One inspection would focus on cleaning, rubbish collection and other front line services, the second would inspect the property to identify and note any repair or maintenance issues, the third would be undertaken by DS as a walk through with residents. The WP welcomed this proposal but urged that residents should be invited to join in the 6 weekly inspections.

#### 5. Spending by contractor in each quarter

The WP welcomed the new information that was provided on spending by contractor in each quarter. DS explained that the extensive use of Polyteck and Phoenix Green in 2024-25 had been made in order to ensure that electrical equipment across the site was inspected and brought into compliance with safety standards where necessary. Without certificates of compliance insurance cover could have been voided. The costs, amounting to some three quarters of a million pounds, had been borne by the City of London Corporation in acknowledgement that the urgency of the situation denied leaseholders' rights to Section 20 consultation. The WP was assured that this work had been completed and the estate was fully compliant.

#### 6. Future Data availability

DS reported that KPI data is drawn from the CBIS (not sure I've got this right?) system as well as Civica. Luke Barton is working on a consolidation of the data that will inform future reports.

#### 7. Rough sleepers in Beech Street

TS raised a concern about rough sleepers pitching tents by Beech Street. DS offered to contact the Corporation's Homelessness officers and ask them to assist.

The meeting closed at 7.10pm

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**Barbican KPIs 2024 25**

Title of Indicator	Target from 2021/22	Apr- Jun 24	July - Sep 24	Oct - Dec 24	Jan - Mar 25	COMMENT
<b>Customer Care</b>						
To respond to complaints no later than 10 working days from the date of acknowledgement.	100%	50%	50%	90%	64%	14 Complaints received. 9 were responded to in time (5 extended - complainant informed) 13 of 14 acknowledged within 5 working days.
Complaints Escalated beyond stage one	na	2	0	2	2	
Complaints Breakdown	na	XX	XX	XX		4x other, 3x R&M, 2x Lifts, 2x rent & service charge, 1x ASB, 1x comms, 1x contractor
<b>Repairs &amp; Maintenance</b>						
Repairs by Type breakdown (see sheet 2)	na					
% 'Urgent' repairs (complete within 24 hours)	95%	80.88%	88.85%	94.48	84.5	
P2, P3 P4 combined	95%	86.10%	93.67%	95.4	80.9	
Availability % of Barbican lifts (Q3 Staircase - top, Corridor - middle, Tower- bottom)	99%	99.50%	99.30%	97.44%	n/a	Lift Reporting data not available due to issues with reporting system which is in the process of being updated.
	99%	98.00%	94.30%	96.30%	n/a	
	99%	83.80%	77.70%	83.68%	n/a	
Background heating -percentage serviced within target. Total loss 24hrs/ Partial loss 3 working days	Total 90% / Partial 90%	0	0	41*	32	*32 of 79 heating orders to the Engineers, job description includes No Heat or loss of heat in one or more areas.
No. of requests for heating adjustments	na	1	0	118	79	this covers adjustment and or faults
How many jobs failed inspection?	na					
<b>Estate Management</b>						
House Officer 6-weekly joint inspections with House Group representatives monitoring block cleaning - good standard to outstanding	90%	80%	76%	83%	87.5	Joao Pereira (Supervisor) has been carrying out inspections to assist the House Officer, these have not been completed with Residents
House Officer 6-weekly joint inspections with House Group representatives monitoring communal window cleaning - good standard to outstanding	80%	N/A	N/A	4	3	2x complaint about being windows not done or missed, 1x complaint about streaks/misses left after clean. All reported to Services and Window Cleaning Manager and resolved within 3 days
No. of Out of Hours reports	na	163	156	189	187	
No. of Home Improvement Applications received	na	12	10		11	several incomplete applications 'awaiting Building Safety Regulator acceptance letter' still pending
No. of residents signed up to the BEO bulletin	na	57 (2103)	31 (2134)	52(2163)	76 (2298)	
<b>Open Spaces</b>						
<b>Major Works</b>						
Short Term Holiday Lets	na	2	0			
<b>Lease Enforcement cases</b>						

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

You will be aware that the Climate and Zero Carbon Working Party has not had a Chair since Ted Reilly left the Barbican.

In June, the Barbican Association held a workshop to discuss the priorities for the Barbican Association. One of the priorities that came out of this process was “Future Proofing the Estate”, with a key focus on reducing energy consumption in the interest of cost, comfort and carbon 'net zero'. As these aims are similar to those of the Climate and Zero Carbon Working Party, an approach was made and it has been agreed that it would be most efficient to join forces.

Richard Setchim has kindly agreed to become Interim Chair of the Climate and Zero Carbon Working Party, with David Preston acting as secretary.

They have attracted a number of volunteers through the Barbican Association initiative and will be contacting the previous members of this working party to check if they want to continue.

Jo Boait

Chair, Residents' Consultation Committee

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