



## Barbican Residential Committee

**Date:** MONDAY, 16 FEBRUARY 2026

**Time:** 1.45 pm

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

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

**Enquiries:** **Polly Dunn**  
**Polly.Dunn@cityoflondon.gov.uk**

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

NB: Certain items presented for information have been marked \*. These for information items have been collated into a supplementary agenda pack and circulated separately.

## Part 1 - Public 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 meeting held on 17 November 2025.

**For Decision**  
(Pages 7 - 14)

4. **\*MINUTES FROM THE RESIDENTS CONSULTATIVE COMMITTEE**

To receive the draft minutes of the Barbican Estate Residents Consultative Committee meeting held on 26 January 2026.

**For Information**

5. **ANNUAL REVIEW OF TERMS OF REFERENCE - BARBICAN RESIDENTIAL COMMITTEE**

To consider the Barbican Residential Committee's current terms of reference and to agree any recommended amendments for consideration by the Policy & Resources Committee and consequently the Court of Common Council.

Town Clerk to be heard.

**For Decision**  
(Pages 15 - 16)

6. **SERVICE CHARGE EXPENDITURE AND INCOME ACCOUNT - LATEST APPROVED BUDGET 2025/26 AND ORIGINAL BUDGET 2026/27**

To consider a joint report of the Chamberlain and Executive Director of Community and Children's Services.

**For Decision**  
(Pages 17 - 26)

**7. PROCUREMENT REVIEW**

To consider a report of the Executive Director of Community and Children's Services.

**For Decision**  
(Pages 27 - 28)

**8. \*REPORT OF THE REPORTING COMMITTEE**

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

**For Information**

**9. \*REPORT OF THE MAJOR WORKS PROGRAM BOARD**

To receive a report of the Executive Director of Community and Children's Services Committee.

**For Information**

**10. \*UPDATE FROM THE DIRECTOR OF PROPERTY & ESTATE MANAGEMENT**

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

**For Information**

**11. \*WORKING PARTY UPDATES**

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

- a) **Climate and Zero Carbon**
- b) **Service Charge**
- c) **Service Level Agreements**
- d) **Gardens Advisory (Verbal Report)**

**For Information**

**12. \*OUTSTANDING ACTIONS**

A joint report of the Town Clerk and the Executive Director of Community and Children's Services.

**For Information**

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

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

**15. EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 Part 1 of the Schedule 12A of the Local Government Act.

**For Decision**

**16. NON-PUBLIC MINUTES**

To consider the non-public minutes of the meeting held on 17 November 2025.

**For Decision**  
(Pages 29 - 30)

**17. LEASE RENEWAL – ALDERSGATE STREET**

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

**For Decision**  
(Pages 31 - 36)

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

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

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# Agenda Item 3

## BARBICAN RESIDENTIAL COMMITTEE Monday, 17 November 2025

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

### Present

#### Members:

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

#### Observing Virtually:

Mercy Haggerty

#### In Attendance:

Jo Boait – Chair, Barbican Estate Residents Consultation Committee

#### Officers:

Judith Finlay	- Executive Director, Community and Children's Services
Dan Sanders	- Director of Property and Estate, Barbican Estate
Ola Obadara	- Chamberlain's Department
Kaur Kirpal	- Assistant City Solicitor
Rhys Campbell	- Town Clerk's Department

### 1. APOLOGIES

Apologies were received from Tim McNally.

Mercy Haggerty observed the meeting virtually.

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

There were no declarations.

### 3. MINUTES

**RESOLVED** – that the public minutes and non-public summary of the previous meeting held on 15 September 2025 were approved as a correct record.

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

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

##### **Repairs & Maintenance (lot 2) – In House Update on Phased Implementation**

- The risks of transferring repairs and maintenance in-house had been reduced by moving to Elkins first.
- The update did not mention resident involvement, which needed to be finalised.

##### **Report of Major Works Programme**

- The RCC was concerned there may not be sufficient resourcing or time to map critical programme pathways and project interdependencies. In response, officers advised Members there was currently sufficient staff, however resourcing would be reviewed yearly and business cases for critical projects may require additional staff.
- A planned external review would be undertaken within the next 18 months to ensure all areas are covered.
- The RCC sought clarity about the remit of the fire door project, so officers agreed to investigate whether it covered the cupboard doors only or extended to the cupboards behind them.
- Officers agreed to align all future reporting with financial year timelines to ensure consistency.

##### **Report of the Reporting Committee**

- The RCC welcomed the Barbican Estate Office organisational chart and looked forward to receiving the communications strategy. The RCC would ensure this was circulated so residents knew who to contact and how.

##### **2024/25 Barbican Estate Service Charges Actuals**

- The RCC Chair noted significant progress had been made resolving service charge issues, including some of the old heating costs, and the balance of payment for electricity would be made in March 2026.
- Some lifts would be replaced now to allow for spares to continue until the lift review could be implemented.

##### **Service Level Agreement Working Party**

- The RCC Chair noted the Service Level Agreement Working Party expressed concern about deterioration in the timeliness of repairs and felt that reporting and communication needed to be improved.

#### 5. **GOVERNANCE REVIEW**

The Committee received a report of the Executive Director of Community & Children's Services recommending 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.

A Member asked how officers would ensure that engagement reached a broad range of residents, and whether social media had been considered as an engagement tool. Officers responded that in line with the review's terms of reference, all leaseholders who wanted to engage would be given the opportunity to do so, and there would be multiple methods of engagement including group sessions, individual meetings, and a survey. The Barbican Estate Office would ensure the review was publicised and would encourage engagement and officers agreed to explore the use of social media as it had not yet been considered.

**RESOLVED** – that the Committee approve the request to instruct Charles Russell Speechlys and Inside the Box to carry out a governance review.

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

The Committee received a report of the Executive Director of Community & Children's Services presenting the actual expenditure against the billed Estimate for the period 1st April 2024 – 31st March 2025.

A Member asked whether the underspend in actual expenditure was a result of actions to reduce the budget, or inaccurate budgeting. In response, Members were advised that officers budget to the best of their ability at the time, and they were committed to ensuring any budget variances are clearly detailed and justified. However, officers did note that the increase in actual expenditure compared to last year's budget was in line with inflation which could potentially signal overbudgeting. Future budgeting processes would be strengthened by scrutiny of the Service Charge Working Party and Reporting Committee, and the next budget be broken down by Planned Preventative Maintenance activity to provide a more detailed understanding of overspend and underspend.

In response to a question on what would be done with the underspend, officers advised it would be largely written off by the heat billing exercise which had an estimated £1million liability. Credits and debits could be provided simultaneously, so leaseholders would receive one final settle up demand in June 2026.

**RESOLVED** – that the Committee approve the outturn report for 2024/2025.

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

The Committee received a report of the Executive Director of Community & Children's Services updating Members on the implementation of the in-house repairs service. The BEO was adopting a phased approach to ensure continuity of service, effective management of resources, and a smooth transition.

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

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

The Committee received a report of the Executive Director of Community & Children's Services updating Members on the recent work of the Major Works Programme Board.

During discussion, Members asked if officers knew the total cost of the Planned Preventative Maintenance (PPM) and emphasised the importance of understanding the scale of capital required to bring the Barbican up to standard as soon as possible. Officers responded that the cost of PPM was not included in this report, but once the capital expenditure plan was finalised in 2026 it would show the total cost of PPM broken down by block.

A Member raised concerns about the poor drainage on the high walks and asked for an update on the status of this work. Officers responded that an update on this work was not included in this report as it is not managed through this Committee, however an update would be provided at the next meeting.

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

## **9. REPORT OF THE REPORTING COMMITTEE**

The Committee received a report of the Executive Director of Community & Children's Services updating Members on the report of the Reporting Committee since the last cycle.

The Chairman informed Members that the RCC Chair requested changes to the meeting times. This was not possible for 2026, however the Town Clerk will consider the timing of meetings in 2027.

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

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

The Committee received a report of the Executive Director of Community & Children's Services presenting the current organisational structure of the BEO following the recent service review and realignment. Officers clarified that the organisational chart was colour coded according to workstream.

A Member asked if there was a robust staff appraisal system in place, to which officers advised that the Corporation has an annual staff appraisal policy, and a probation policy.

There was discussion on the status work on the use of carparks for alternative purposes, with Members noting it had been continuing for a long time. Officers advised they had received legal advice about what was permitted by the lease arrangements which they would share with the Committee. Officers also updated Members about the commencement of a carpark utilisation study. Abandoned vehicles had now been removed, and officers anticipated returning to the Committee early next year with a proposal to commission a desktop study to look at a range of considerations, including the condition of the carparks.

In relation to the Communication Strategy, a Member raised concerns about people who may not use digital communication, such as elderly residents. Officers noted that the Communication Strategy took account of digital isolation, and non-digital communication methods such as noticeboards, letters and leaflet drops would continue to be used.

A Member requested that the Committee to be updated on the whole range of issues that impact Barbican residents, including those for which the Committee was not directly responsible. The Executive Director would take this request away for further consideration, noting the need to consider the responsibilities of other Committees and ability of officers to answer Member questions during meetings.

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

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

The Committee received a report of the Executive Director of Community & Children's Services an overview of current activity and strategic developments across the Barbican Estate led by the Director of Property & Estate Management.

There was discussion about the submission of Building Safety Cases for the three Barbican residential towers to the Building Safety regulator. Members were advised that the Building Safety Regulator did not approve 74% of applications, and while officers could not comment on whether they thought this application would be approved, they noted all required information was provided in a timely manner. If the application fails, officers would need to reapply. Members then asked if there were any practical or financial impacts if the application fails. Officers noted there was no practical impact as recent fire brigade inspections had not found any failings, and the market did not indicate any financial risks if a resident were to sell their flat.

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

#### **12. OUTSTANDING ACTIONS**

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

In relation to specific actions:

- Action 1: Lambert Jones Roof – officers hoped to complete this by early-to-mid 2026.
- Action 4: Antisocial Behaviour Policy – officers noted the deadline has now been deferred to Fourth Quarter 2025.

#### **13. BLAKE TOWER - VERBAL UPDATE**

The Committee received a verbal update from the Executive Director of Community and Children's Services regarding Blake Tower, redeveloped by Redrow Ltd. Blake Tower residents were dissatisfied with the quality of the

redevelopment, and the Corporation issued an improvement notice under the Housing Act 2004.

Redrow Ltd had now merged with Barratt Developments to become Barrat Redrow, and officers have greater confidence in the ability of Barrat Redrow to deliver improvements. Officers had now received a timeline setting out a comprehensive plan of works over a two-year period, with a likely return to the Corporation in 2029. Officers would continue to work with Barrat Redrow and residents to monitor progress.

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

There were no public questions.

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

There were no public urgent items of business.

**16. EXCLUSION OF THE PUBLIC**

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

**17. NON-PUBLIC MINUTES**

**RESOLVED** – that the non-public minutes of the previous meeting held on 15 September 2025 be approved as a correct record.

**18. COLP PROPERTY STORE**

The Committee received a verbal update from the Property Projects Group Director in respect of the City of London Police Property Store.

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

There were no non-public questions.

**20. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED Whilst the public are excluded**

There were no non-public urgent items of business.

**The meeting ended at 3.03 pm**

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Chairman

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

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# Agenda Item 5

## BARBICAN RESIDENTIAL COMMITTEE

### 1. **Constitution**

A Non-Ward Committee consisting of,

- 7 Members who are non-residents of the Barbican Estate elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment

- 2 Members nominated by each of the following Wards/Sides of Ward:-

- Aldersgate
  - Cripplegate Within
  - Cripplegate Without

- the Chairman or Deputy Chairman of the Community & Children's Services Committee (ex-officio)

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

### 2. **Quorum**

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

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

To be responsible for:-

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

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# Agenda Item 6

<b>Committee(s):</b> Barbican Estate Residents Consultation Committee (For Discussion) Barbican Residential Committee (For Decision)	<b>Dated:</b> 26 January 2026 16 February 2026
<b>Subject:</b> Service Charge Expenditure and Income Account - Latest Approved Budget 2025/26 and Original Budget 2026/27	<b>Public</b>
<b>This proposal:</b> • provides statutory duties	Barbican Service Charge
<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 Discussion</b>
<b>Report author:</b> Daniel Sanders Assistant Director - Barbican Community and Children's Services	

## Summary

This report sets out the original budget for 2025/26 and 2026/27 for revenue expenditure included within the service charge in respect of dwellings. This does not include any expenditure or income pertaining to car parking or stores. The amount charged to individual lessees will depend on the percentages set out in their lease.

The original budget for 2026/27 total expenditure including net recharges is £15,340,000 compared to the 2025/26 original approved budget of £15,116,000 an increase of £224,000.

This is only the budget for the years in question and the actual amount charged to lessees will depend on the actual amount spent and the percentage set out in the individual leases.

<b>Summary Of Table 1</b>	<b>Original Budget 2025/26 £'000</b>	<b>Original Budget 2026/27 £'000</b>	<b>Movement £'000</b>
Expenditure	13,785	14,194	409
Recharges	1,331	1,146	(185)
Other Income	(15,116)	(15,340)	224
Total Net Expenditure	0	0	0

## Recommendations

The Committee is requested to:

- Review the provisional 2026/27 net £Nil revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee.
- Authorise the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews, and corporate projects.

## Main Report

### Introduction

1. This report sets out the proposed revenue budget for 2026/27. The revenue budget management arrangements are to:
  - Place responsibility for budgetary control on departmental Chief Officers
  - Apply a cash limit policy to Chief Officers' budgets
2. The budget has been analysed by service expenditure and compared with the latest approved budget for the current year.

### Proposed Revenue Budget for 2026/27

The proposed Revenue Budget for 2026/27 is shown in table 1 overleaf.

- Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
- Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
- Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.

Table 1 - Analysis of Service Expenditure	Local, Central Risk or Recharges	Actual 2024-25 £'000	Original Budget 2025-26 £'000	Latest Approved Budget 2025-26 £'000	Original Budget 2026-27 £'000	Movement 2025-26 to 2026-27 £'000	Paragraph Reference
Expenditure							
Employees	L	3,293	3,163	3,163	3,793	630	3
Premises Related Expenses							
Repairs and Maintenance	L	4,367	3,692	3,692	4,017	325	4
Supp. Revenue Projects	C	1,030	85	735	78	(7)	5
Energy Costs	L	4,722	6,062	6,062	5,515	(547)	6
Rents	L	70	120	120	120	0	
Rates	L	9	18	18	18	0	
Water Services	L	0	3	3	3	0	
Cleaning and Domestic Supplies	L	307	302	302	302	0	
Grounds Maintenance	L	192	212	212	212	0	
Supplies and Services							
Equipment, Furniture & Materials	L	65	71	71	80	9	
Catering	L	0	1	1	0	(1)	
Uniforms	L	12	16	16	15	(1)	
Printing, Stationery & Office Exp.	L	7	6	6	7	1	
Fees and Services	L	23	1	1	1	0	
Contributions to Provisions	L	0	0	0	0	0	
Communication and Computing	L	52	33	33	33	0	
<b>Total Expenditure</b>		<b>14,149</b>	<b>13,785</b>	<b>14,435</b>	<b>14,194</b>	<b>409</b>	
<b>Income</b>							
Total Income	L/C	(15,979)	(15,116)	(15,491)	(15,340)	(224)	
<b>Net Income</b>		<b>(1,830)</b>	<b>(1,331)</b>	<b>(1,056)</b>	<b>(1,146)</b>	<b>185</b>	
<b>Recharges</b>							
Expenditure	R	1,973	1,457	1,182	1,272	(185)	
Income	R	(143)	(126)	(126)	(126)	0	
<b>Total Recharges</b>		<b>1,830</b>	<b>1,331</b>	<b>1,056</b>	<b>1,146</b>	<b>(185)</b>	
<b>Total Service Charge Account</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

The direct employment costs have increased following the BEO restructure but are offset in reduction of technical recharges. The repairs budget has increased due to planned preventative maintenance activity designed to support the longevity of the Barbican structures. There has been a reduction in energy costs based on the PPA credit projections.

Table 2 - Manpower statement	Original Budget 2025/26		Original Budget 2026/27	
	Manpower Full-time equivalent	Estimated cost £'000	Manpower Full-time equivalent	Estimated cost £'000

Service Charge Account	59	3163	62	3793
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### Appendices

Appendix 1 = Analysis of Repairs, Maintenance and Minor Improvements

Appendix 2 = Support Services and Capital Charges

Appendix 3 = Estate Cost

Contact: Goshe Munir [Goshe.Munir@cityoflondon.gov.uk](mailto:Goshe.Munir@cityoflondon.gov.uk) or

Mark Jarvis [Mark.Jarvis@cityoflondon.gov.uk](mailto:Mark.Jarvis@cityoflondon.gov.uk) *Chamberlain's Department*

**Caroline Al-Beyerty Chamberlain**

**Judith Finlay Executive Director of Community and Children's Services**

## Appendix 1 Analysis of Repairs, Maintenance and Minor Improvements

Costs to be charged to Long Lessees and Landlord. (The latter responsible for short term tenancies and voids)	Original Budget 2025/26 £000	Latest Budget 2025/26 £000	Original Budget 2026/27 £000
Responsive and Contract Servicing including Building Miscellaneous Works	1,425	1,572	1,675
IRS maintenance	40	20	40
Responsive and Contract Servicing - Lifts	481	400	556
Fire Equipment	0	350	0
Drainage Repairs / Remedial Work	205	250	205
Electrical Repairs	0	150	0
Water Penetration	845	500	845
<b>Sub Total Responsive and Contract Servicing</b>	<b>2,996</b>	<b>3,242</b>	<b>3,321</b>
Asbestos Removal/Management	110	150	110
Water Supply Works	110	100	110
Electrical Testing	44	10	44
Contract Servicing	0	30	0
Upgrade Safety/Security Installations	44	0	44
Consultants Fees	273	150	273
Property Maintenance	0	10	0
Emergency lighting to stairs, corridors and plant rooms	15	0	15
Windows Replacements	100	0	100
<b>TOTAL</b>	<b>3,692</b>	<b>3,692</b>	<b>4,017</b>

## Appendix 2 Analysis of Support Services and Capital Charges

Support Service and Capital Charges from/to Barbican Service Charges	Actual 2024/25 £000	Original Budget 2025/26 '£000	Latest Approved Budget 2025/26 £000	Original Budget 2026/27 £000
<b>Support Service and Capital Charges</b>				
Insurance	79	73	73	81
IS Staff Recharge	192	214	214	226
<b>Total Support Services</b>	<b>271</b>	<b>287</b>	<b>287</b>	<b>307</b>
<b>Recharges within Committee</b>				
Cleaning and Lighting	(115)	(126)	(126)	(126)
Barbican Supervision and Management	1,373	711	711	711
<b>Recharges Within Funds</b>				
DCCS	301	459	184	254
Contributions to Funds and Provisions				
<b>TOTAL SUPPORT SERVICE AND CAPITAL CHARGES</b>	<b>1,830</b>	<b>1,331</b>	<b>1,056</b>	<b>1,146</b>

## Appendix 3

<b>Barbican Estate</b>	<b>Estimate 2025-26</b>
<b>Customer Care</b>	
Costs of Management and Supervision	786,000
<b>Estate Management</b>	
Resident Staff	390,000
Furniture & Fittings	28,000
Window Cleaning	248,000
Cleaning	1,405,000
Car Park Attendants	819,000
Lobby Porters	941,000
Residential Services Team	188,000
<b>Sub Total</b>	<b>4,805,000</b>
<b>Property Management</b>	
Garchey Maintenance -	324,000
General Repairs	2,278,000
Technical Services	230,000
Lift Maintenance	481,000
Electricity (Common Parts and Lifts)	1,030,540
Heating	5,031,460
<b>Sub Total</b>	<b>9,375,000</b>
<b>Open Spaces</b>	
Garden Maintenance	212,000
<b>Total Annually Recurring Items</b>	<b>14,392,000</b>
<b>Non-Annually Recurring Items - Major Works</b>	
Building Safety Data	50,000
Water Supply Works	50,000
Asbestos Works	250,000
Safety /Security works	50,000
Redecorations 2020-2025 Programme	0
Electrical Testing	100,000
Roof /Drainage repairs	0
Replacement Window & Door Frames	250,000
Emergency Lighting	25,000
Lobby refurbishment - Shakespeare Tower	0
Lift refurbishment - Tower blocks	75,000
<b>Total Non-Annually Recurring Items</b>	<b>850,000</b>
<b>TOTAL</b>	<b>15,242,000</b>

## Appendix 4

<b>Barbican Estate Annual Operational Budget</b>	<b>Estimate 2026-27</b>
<b>Staffing</b>	
Barbican Estate Office	900,880
Garchey Team	161,629
Property Services Team	194,763
Estate Supervisors	174,141
Car Park Attendants	598,602
Lobby Porters	770,401
Cleaners	1,147,547
Integrated Sickness & Holiday Cover (Cleaners)	198,613
Integrated Sickness & Holiday Cover (CPA)	107,748
Integrated Sickness & Holiday Cover (Lobby Porters)	138,672
<b>Sub Total</b>	<b>4,392,991</b>
<b>Contracts Maintenance &amp; Services</b>	
Carpentry	121,000
Concrete Repairs	89,000
Decorating (Other Than Water Penetration)	16,000
Frames – Doors & Windows (Not Water Penetration)	110,000
Glazing	110,000
Miscellaneous Works	200,000
Metalwork	112,000
Plumbing	15,000
Roofs (Other Than Water Penetration)	250,000
Water Penetration	500,000
Tiling and Screeding	7,000
Fire Equipment – Contract	253,000
Lock Repairs and Replacement	42,000
Electrical Repairs	150,000
Emergency Lighting	11,000
IRS Maintenance	35,000
Heating	12,000
Underfloor Heating	36,000
Ventilation	54,000
Lifts	189,000
Lifts Contract Servicing	317,000
Lakes	6,000
<b>Sub Total</b>	<b>2,635,000</b>
<b>Utilities</b>	
Electricity (Communal)	865,000
Underfloor Heating	4,650,000
Water	111,000
<b>Sub Total</b>	<b>5,626,000</b>

**Appendix 4 continued**

<b>Barbican Estate</b>	<b>Estimate 2026-27</b>
<b>Window Cleaning</b>	
Window cleaning	217,000
<b>Sub Total</b>	<b>217,000</b>
<b>Open Spaces</b>	
Garden Maintenance	212,000
<b>Sub Total</b>	<b>212,000</b>
<b>Insurance</b>	
Premises Insurance	4,000
Liability Insurance	21,000
Engineering Insurance	45,000
<b>Sub Total</b>	<b>70,000</b>
<b>Recharges and Consumables</b>	
Repairs Desk Contribution (Call Centre)	145,000
Compliance Support	43,680
Building Safety Support	53,271
IT Support and Equipment	226,000
Cleaning materials and light bulbs	35,000
<b>Sub Total</b>	<b>502,951</b>
<b>Total Annual Expenditure</b>	<b>13,655,942</b>

<b>Barbican Estate</b> <b>Non-Annually recurring</b>	<b>Estimate 2026-27</b>
<b>Staffing</b>	
Water Supply Works	50,000
Asbestos Works	125,000
Safey /Security works	20,000
Emergency Lighting	25,000
Lobby refurbishment - Shakespeare Tower	215,000
Lift refurbishment - Tower blocks	150,000
Drains (PPM)	600,000
Balconies (PPM)	500,000
<b>Sub Total</b>	<b>1,685,000</b>
<b>Combined Budget Total</b>	<b>£15,340,942</b>

## **Changes to Budget Presentation and Level of Detail**

Members will note that the presentation and structure of the budget shown in Appendix 4 differs from that used in previous years (see the 2025/26 breakdown shown in Appendix 3). As a result, it may not be straightforward to read directly across between the two appendices for this year alone. This is a recognised and unavoidable consequence of moving to a more transparent and detailed budget presentation.

The most recent budget reflects a deliberate and considered commitment to improving transparency and intelligibility of service charge costs for residents. The level of detail has been significantly increased so that leaseholders are better able to interrogate individual cost lines and understand how expenditure is allocated across staffing, operational services, utilities, and maintenance activities. This includes a more granular breakdown of staffing costs and operational budgets, which were previously presented in more aggregated form.

In response to feedback from leaseholders and following detailed discussions with the Service Charge Working Party, references to recharges have been removed from the resident-facing breakdown in Appendix 4. Costs are now presented in a clearer and more direct way, removing ambiguity and enabling residents to see precisely what services and activities they are being charged for. This approach was welcomed by the Working Party as it supports clearer understanding and more meaningful scrutiny.

A further significant change is the expanded breakdown of repairs and maintenance expenditure, an area which historically comprised a large, aggregated figure. The revised presentation separates out key components of both annually and non-annually recurring works, allowing residents to better understand how funds are allocated and to engage in more informed discussion about priorities, value for money, and long-term asset management.

While the transition to this format means that year-on-year comparison between Appendices 3 and 4 is more challenging for this year, this format will be used consistently going forward. From the next budget cycle onwards, this will enable much clearer year-on-year comparison and significantly improve residents' ability to scrutinise trends and changes over time. It was recognised that achieving the level of transparency requested by leaseholders would, at some point, require a fundamental change in presentation, and this budget represents that step change.

Overall, the revised format was subject to detailed and constructive scrutiny by the Service Charge Working Party and supported a good level of granular discussion. The approach taken reflects an agreed direction of travel to improve clarity, accountability, and engagement, while continuing to meet the statutory and financial requirements of the service charge.

# Agenda Item 7

<b>Committee(s):</b> Barbican Residential Estate Consultation Committee (For Discussion) Barbican Residential Committee (For Decision)	<b>Dated:</b> 26 January 2026 16 February 2026
<b>Subject:</b> Procurement Review	<b>Public</b>
<b>This proposal:</b> • <b>provides statutory duties</b>	Procurement Review
<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 Discussion</b>
<b>Report author:</b> Daniel Sanders – Director of Property & Estate Management	

## Summary

To update Members on the procurement of reactive repairs contracts, address resident concerns regarding the procurement process, and seek approval to commission an independent external review of the procurement, including the proposed approach to funding and resident involvement.

## Recommendation

The Barbican Residential Committee is invited to approve the commissioning of an independent external review of the reactive repair's procurement process, with an indicative budget of up to £10,000, in line with the terms set out in this report.

## Main Report

1. In 2025, the City of London Corporation undertook a formal procurement exercise for three lots relating to repairs and maintenance services: Lot 1 (Reactive Repairs – Housing), Lot 2 (Reactive Repairs – Barbican), and Lot 3 (Waterproofing). Lots 1 and 2 were awarded to Chigwell following completion of the procurement process.
2. After a short period on contract, Chigwell withdrew from the arrangements at the Barbican, citing financial reasons. The Estate Office accepted the contractor's resignation and has since moved to bring reactive repairs services back in-house.

3. Concerns have been raised by some residents that the procurement process may have failed. The City of London Corporation does not agree with this assessment.
4. The procurement was carried out in line with legal and governance requirements, with oversight and involvement from external quantity surveyors, internal procurement specialists, and the Corporation's legal services. At this stage, there is no evidence to suggest that the procurement process was fundamentally flawed or negligently undertaken.
5. Notwithstanding this position, the City recognises the strength of resident concern and, in the interests of transparency and maintaining confidence, is prepared to commission an independent external review of the procurement process. The purpose of the review would be to provide assurance that the procurement was conducted appropriately and in accordance with relevant legal and professional standards.
6. As the City's position remains that the procurement was compliant, the cost of commissioning an external review would initially be treated as a service charge cost. However, should the review conclude that the City failed in its duties or was negligent in its procurement approach, the City would reimburse the associated service charge costs in full.
7. It is anticipated that the cost of commissioning a full independent review would be up to £10,000. Subject to approval, officers would proceed to procure the review in accordance with the City of London Corporation's Procurement Code. Work with residents will be undertaken throughout this process to support confidence in the independence and robustness of the review.

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

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

# Agenda Item 16

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

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# Agenda Item 17

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

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