Public Document Pack

Barbican Residential Committee

Date: **WEDNESDAY, 22 JULY 2026**

Time: 1.45 pm

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

Members:

Deputy Anne Corbett, Non-resident (Chair)
Deputy Ceri Wilkins, Cripplegate - resident (Deputy Chair)
Mark Wheatley, Non-resident
Deputy Helen Fentimen OBE JP, (Ex-Officio Member)
Dawn Frampton, Non-Resident Member
Steve Goodman OBE, Aldersgate - Resident
Mercy Haggerty, Cripplegate - Resident
Adam Hogg, Cripplegate - Resident
Sandra Jenner, Aldersgate - Resident
Tim McNally, Non-resident
Jacqui Webster, Cripplegate - Resident

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes and non-public summary of the previous meeting held on 11 May 2026.

For Decision
(Pages 7 - 14)

4. **MINUTES OF THE BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE**

To receive the draft minutes of the Barbican Estate Residents Consultative Committee meeting held on 29 June 2026. (To Follow)

For Information

5. **GATEWAY 2 – STRATEGIC OPTIONS APPRAISAL – BARBICAN ESTATE TOWER LIFT REFURBISHMENT**

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

For Decision
(Pages 15 - 26)

6. **REQUEST FOR DELEGATED AUTHORITY - BARBICAN ESTATE - TOWER LIFTS REFURBISHMENT**

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

For Decision
(Pages 27 - 30)

7. **REQUEST FOR DELEGATED AUTHORITY - BARBICAN ESTATE - LIFT ELECTRICAL REPAIR FRAMEWORK**

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

For Decision
(Pages 31 - 34)

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

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

For Information
(Pages 35 - 42)

9. **REPORT OF THE REPORTING COMMITTEE**

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

For Information
(Pages 43 - 66)

10. **MAJOR WORKS PROGRAMME BOARD**

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

For Information
(Pages 67 - 70)

11. **OUTSTANDING ACTIONS**

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

For Information
(Pages 71 - 78)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

15. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 11 May 2026 were approved.

For Decision
(Pages 79 - 82)

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

17. **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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BARBICAN RESIDENTIAL COMMITTEE
Monday, 11 May 2026

Minutes of the meeting of the Barbican Residential Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 11 May 2026 at 1.45 pm

Present

Members:
Deputy Anne Corbett (Chair)
Deputy Ceri Wilkins (Deputy Chair)
Deputy Helen Fentimen OBE JP (Ex-Officio Member)
Adam Hogg
Sandra Jenner
Tim McNally
Jacqui Webster

Officers:

Dan Sanders	-	Director of Property & Estate Management, Barbican Residential Estate
Curtis Bannister-Pond	-	Community and Children's Services
Eoin Doyle	-	Community and Children's Services
Shruti Sonawane	-	Community and Children's Services
Daniel Castle	-	Community and Children's Services
Scott Hazelwood	-	Chamberlain's Department
Isaac Thomas	-	Town Clerk's Department

At the Outset of this meeting Tim McNally moved Deputy Helen Fentimen into the Chair until the appointment of Chair at agenda item 4, which was uncontested.

1. **APOLOGIES**
Apologies were received from Steve Goodman, Dawn Frampton and Mark Wheatley. Mark Wheatley observed the meeting virtually.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**
The Committee received the Order of the Court dated 23rd April 2026, appointing the Committee and approving its Terms of Reference.

4. **ELECTION OF CHAIR**
The Committee elected a Chairman in accordance with Standing Order 28. The Town Clerk informed the Committee that Deputy Anne Corbett, being the only Member expressing their willingness to serve, was duly declared Chairman of the Barbican

Residential Committee for the ensuring year and took the Chair for the remainder of the meeting.

RESOLVED, that – Deputy Anne Corbett be elected Chairman of the Barbican Residential Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIR**

The Committee elected a Deputy Chairman in accordance with Standing Order 29. The Town Clerk informed the Committee that Deputy Ceri Wilkins, being the only Member expressing their willingness to serve, was duly declared Deputy Chairman of the Barbican Residential Committee for the ensuring year.

RESOLVED, that – Deputy Ceri Wilkins be elected Deputy Chairman of the Barbican Residential Committee for the ensuing year.

6. **MINUTES**

A Member raised a minor point of clarification, querying the reference to a 'building assessment certificate' within the minutes and suggesting that this should instead refer to a 'building safety certificate'. Officers confirmed that 'building assessment certificate' is the correct formal title.

RESOLVED, that – the public minutes and non-public summary of the previous meeting held on 16 February 2026 be approved.

7. **MINUTES OF THE BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE**

The Chair of the Barbican Resident's Consultation Committee (RCC) was invited to speak on matters relating to the most recent RCC meeting held on 20 April 2026.

The Chair outlined the key matters discussed, noting that Members had generally found the reports presented to be clearly written and informative, particularly where they set out assurance processes and clarified the respective responsibilities of the Barbican Estate Office (BEO) and other stakeholders. The Major Works Delivery Forecast had been a key area of discussion at the meeting of the RCC, with Members highlighting the significant projected costs, in addition to reactive repairs and planned preventative maintenance, which had not yet been fully costed. While recognising the figures as a worst-case scenario that would be refined through further surveys, the Chair reported that concerns were raised regarding the potential financial impact on residents.

The RRC had welcomed progress on the recruitment of three senior project managers, as well as updates on the Tower Lift Project. The Chair noted improved transparency overall, but reiterated concerns around the omission of flat numbers in reports. Officers responded that the omission or inclusion of flat numbers remained under review due to data protection considerations.

The Committee noted the RCC Chair's update and officers advised that several issues raised would be discussed later in the meeting.

8. **ISSUE REPORT BARBICAN FIRE DOOR REPLACEMENT PROGRAMME**

The Committee considered a report of the Executive Director, Community and Children's Services, seeking approval to release previously agreed funding to progress the Barbican Fire Door Replacement Programme.

The Committee acknowledged that the request related to the delivery of Phase One works to tower blocks and preparatory activity for Phase Two, with no additional funding required. Members noted that there had been positive feedback received from residents following engagement sessions and welcomed the efforts to preserve the appearance of existing doors whilst enhancing fire safety.

A Member queried the timescales for delivery and officers advised that significant preparatory work had been completed and that installation was expected to commence in late 2027, with delivery expected to proceed at pace thereafter. Members also highlighted the need for clear performance reporting across the programme.

RESOLVED - That Members:

- Approved making funds of £2,000,000 to undertake the Phase 1 works (Tower Blocks) supply and install of the doors following receipt of statutory approvals.
- Approved funds of £2,400,000 to undertake the tendering and appointment of consultants, staff costs and contractor appointments of subsequent phases of the programme. The contractor appointment will allow for the development of technical designs.
- Approved funds of £1,000,000 for statutory approvals over all phases.

9. **REPORT OF THE REPORTING COMMITTEE**

The Committee received a report of the Executive Director of Community & Children's Services, providing an overview of the work undertaken by the Reporting Committee over recent months in relation to key estate policies, strategies, and operational reviews.

Members noted the successful launch of the Barbican app, with strong early uptake and usage, and welcomed plans to introduce performance dashboards to improve oversight of service delivery. Clarification was provided by the Director of Property & Estate Management on the respective roles of the Reporting Committee and the Major Works Programme Board, with the former focusing on estate stewardship and operational matters, and the latter on capital works and infrastructure projects.

Members also discussed the condition of the estate and the basis of current cost projections. It was noted that these were derived from a stock condition survey which represented a worst-case scenario. Members also noted that further work was planned to refine these estimates and emphasised the importance of maintaining clear governance arrangements and avoiding duplication or gaps in oversight. The Director of Property & Estate Management provided assurance that these matters would be addressed through the ongoing governance review.

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

10. **BARBICAN ESTATE REDECORATION PROGRAMME 2020-25**

The Committee received a report of the Executive Director of Community & Children's Services, reviewing the Barbican Estate Redecoration Programme 2020–25 and noting the lessons learned in relation to scope, procurement, site supervision and snagging, and the need for more robust specifications, improved tendering processes and strengthened quality assurance.

Members welcomed the review and the inclusion of options for future delivery, and also emphasised that all works must achieve an acceptable standard and align with best practice. Members voiced concerns in relation to contractor performance and procurement weighting, and emphasised the need to ensure value for money and improved outcomes. It was noted that a full financial review would be reported to a future meeting of the BRC, and officers' commitment to apply lessons learned to future projects was welcomed.

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

11. **REPAIRS AND MAINTENANCE POLICY**

The Committee considered a report of the Executive Director of Community & Children's Services, presenting the Repairs and Maintenance Policy, which had been developed to support the transition to an in-house service and to set out the operational framework for delivery.

Members noted that the policy would also provide a reference point for residents and welcomed the supporting systems being introduced, which included improvements to stock supply arrangements. Members raised several questions in relation to system robustness, missed appointments and performance monitoring, with officers confirming that KPI's would be reported regularly. Clarification was provided on leaseholders' statutory rights to inspect repair costs.

Members reiterated their concerns regarding the omission of flat numbers in officer reports, which officers advised remained under review due to data protection considerations.

RESOLVED – That Members:

- Approve the Barbican Estate Repairs and Maintenance Policy.
- Note that the policy has been developed to support the transition to an inhouse repairs and maintenance service.
- Note that the policy establishes clear service standards, operational processes, and governance arrangements to improve service quality, accountability, and value for money.

12. **BUILDING SAFETY RESIDENT ENGAGEMENT STRATEGY**

The Committee considered a report of the Executive Director of Community & Children's Services, which sought approval from Members for the adoption of the Lauderdale Tower Resident Engagement Strategy (RES) to meet statutory requirements under the Building Safety Act 2022.

The Committee was advised that the Strategy would be applied across the estate and Members welcomed the proposal to provide a concise summary for residents to

improve accessibility of key safety information. There was discussion regarding the operation of person-centred fire risk assessments and associated emergency planning arrangements. Members welcomed the Resident Engagement Strategy as a positive step in strengthening resident engagement and supporting compliance with statutory safety requirements.

RESOLVED – That Members:

- Approve the Lauderdale Tower Resident Engagement Strategy.
- Note that the strategy has already been developed, tested, and applied in draft form as part of the Building Safety Case submission.
- Note that Lauderdale Tower was awarded its Building Assessment Certificate in February 2026, demonstrating that the strategy has met regulatory expectations and scrutiny by the Building Safety Regulator.

13. **BARBICAN RESIDENT GUIDE**

The Committee considered a report of the Executive Director of Community & Children's Services, presenting the Barbican Resident Guide, developed as a non-statutory reference document for residents and leaseholders.

Members of the Committee welcomed the Guide as a useful and accessible resource and noted its availability via the Barbican app and in hard copy. Members suggested the inclusion of additional practical information, including recycling arrangements and access to estate facilities. It was noted that the document would remain a live resource, able to be updated as required.

RESOLVED - That Members:

- Approve the Barbican Resident Guide.
- Note that the guide has been developed to support residents in understanding estate services, processes, and expectations, but does not replace or override lease obligations.

14. **MAJOR WORKS PROGRAM BOARD**

The Committee received a report of the Executive Director of Community & Children's Services, providing an overview of the work undertaken by the Major Works Programme Board (MWPB) over recent months in relation to the development of the Barbican Estate Major Works Programme and associated projects. Members acknowledged that further detailed surveys would refine the programme and welcomed the intention to extend asset life where possible.

Members raised concerns regarding affordability, noting the potential cumulative impact of capital works, planned maintenance and reactive repairs on leaseholders, as well as the overall scale of projected costs. Members emphasised the need for early and ongoing engagement with residents on funding arrangements. Improved transparency in cost allocation was also requested, and Members also sought clearer distinction between repairs and improvements, particularly where this may affect recoverability through service charges.

It was noted that the programme would be iterative and subject to ongoing governance and that work was underway to align related programmes to provide a clearer overall financial picture.

RESOLVED, that Members:

- Note the programme of work undertaken by the Major Works Programme Board.
- Note that a series of detailed reports, appendices, and supporting documents have been developed and are presented separately on this agenda.
- Support the continued development and refinement of the Major Works Programme as part of the long-term asset management strategy for the Barbican Estate.

15. **BARBICAN ESTATE MAJOR WORKS PROGRAMME (1-30 YEAR)**

The Committee received a report of the Executive Director of Community & Children's Services, providing an overview of the 30-year Major Works Delivery Forecast for the Barbican Estate, including planned building fabric and mechanical and electrical works, with an estimated total cost of £291m.

This report was discussed in conjunction with Item 14 (Major Works Programme Board).

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

16. **BARBICAN ESTATE – TOWER LIFTS REFURBISHMENT**

The Committee received a report of the Executive Director of Community & Children's Services, providing an update on the progress of the ongoing tender exercise for the appointment of a Lift Consultant for the Tower Lift Refurbishment at the Barbican Residential Estate.

It was noted that the lifts across the estate were at end of life, with replacement parts increasingly difficult to source, creating the need for the refurbishment programme. Members were reminded that approval had previously been granted to progress the project through initial gateway stages and officers advised that procurement of a lift consultant was underway using a two-stage tender process, which would allow for interviews with shortlisted candidates.

Members noted that, due to procurement timelines and building safety regulatory requirements, works were not expected to commence on site until October 2027. Officers also confirmed that engagement with residents was ongoing, which would include attendance at tower meetings to provide updates and respond to queries.

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

17. **BARBICAN COMMERCIAL ARREARS**

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

A Member highlighted concerns regarding increases in arrears in individual cases, noting that in one instance the outstanding balance had risen significantly over a short period, and queried whether sufficient action was being taken where debts were increasing rather than reducing. In response, officers advised that recovery action was being actively pursued, including enforcement measures such as changing locks and progressing forfeiture proceedings in certain cases. Members were also advised that reported figures could fluctuate depending on rent cycles, including quarterly or annual payments.

Members emphasised the importance of providing clearer contextual information within future reports, including total income figures and the timing of payments. Members were informed that overall arrears represented a relatively small proportion of total commercial income.

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

18. **OUTSTANDING ACTIONS**
Members noted the actions tracker.

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
A Member thanked residents who had written in, seeking an update on the operation of the Barbican water features. The Member highlighted concerns around the ongoing maintenance of the water features and the allocation of associated costs between the Barbican Estate Office, the Barbican Centre, the Guildhall School and the City Corporation. In reply, officers advised that positive discussions had taken place with the relevant stakeholders and that work was underway to establish clearer arrangements for responsibilities and cost allocation. Members were advised that a formal report on this matter would be brought back to a future meeting.

A further question was raised regarding the estate-wide advisory board, and a request was made for an update on its activity. In response, officers confirmed that a recent meeting had been postponed but that a further meeting was scheduled. It was agreed that minutes of future meetings of the advisory board would be reported to this Committee going forward.

20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items of business.

21. **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.

22. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the previous meeting held on 16 February 2026 were approved as a correct record.

23. **APPENDIX 1 - COMMERCIAL ARREARS**
The Committee discussed the non-public appendix detailing commercial arrears, which was read in conjunction with item 17, Barbican Commercial Arrears.

24. **WAIVER REPORT**
The Committee considered a Waiver Report for Civica CX Consultant Support.

25. **WAIVER REPORT**
The Committee considered a Waiver Report for Building Safety Cases.

26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.

27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent non-public items of business.

The meeting ended at 15.24

Chairman

Contact Officer: Isaac Thomas
Isaac.Thomas@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Barbican Residential Committee [for decision]	**Dated:** 22 July 2026
Subject: Gateway 2 – Strategic Options Appraisal – Barbican Estate Tower Lift Refurbishment (Project ID: 594)	**Public report:** For Decision
This proposal: Seeks approval to progress the Barbican Estate Tower Lift Refurbishment project through Gateway 2 and onward to design development, including the appointment of a Lift Consultant and the release of the approved design-stage budget.	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	Estimated total project budget: £6,142,750. Design-stage budget to Gateway 3: £317,512.50.
What is the source of Funding?	Long lessee contributions via service charge, with Barbican Residential local risk budget support where applicable.
Has this Funding Source been agreed with the Chamberlain's Department?	To be confirmed through the project governance and financial approval process.
Report of:	Executive Director of Community & Children's Services
Report author:	William Roberts, Project Manager, Barbican Residential Estate, Department of Community and Children's Services

Summary

This Gateway 2 report seeks approval to progress the Barbican Estate Tower Lift Refurbishment project through strategic options appraisal and up to detailed design development. The nine lifts serving Cromwell Tower, Shakespeare Tower and Lauderdale Tower are at end of life, with increasing repair issues, reliability

concerns, limited availability of parts and areas of non-compliance with current requirements. The preferred option is a planned refurbishment, modernisation or replacement programme that will provide reliable, compliant and warranty-backed lift services for residents and other estate users for the long term.

Recommendation(s)

Members are asked to:

- Note that the project was previously approved to progress to the next project stage (via the previous, superseded Gateway Procedures), with an approved design-stage budget of £438,000 to reach Gateway 3.
- Note the current procurement position for the Lift Consultant and the need to maintain momentum due to the urgency of the lift condition and reliability issues.
- Approve progression to detailed design development and a revised Gateway 2 budget of £317,512.50 up to completion of the detailed options appraisal, comprising consultancy fees, staff costs, and risk contingency.

Main Report

Background

- The Barbican Residential Estate includes three tower blocks: Cromwell Tower, Shakespeare Tower and Lauderdale Tower. Together, these blocks are served by nine lifts which are critical to residents, visitors, staff and operational service delivery.
- The existing lifts are approaching or at end of life. Increasing repair requirements, limited availability of replacement parts and areas of non-compliance with current regulations mean that continued reliance on the existing assets presents a growing operational, financial and resident-service risk.
- The project is intended to assess the current condition of the lifts and associated fabric/structure, develop options for refurbishment, modernisation or replacement, and deliver a long-term solution that improves reliability, safety, compliance, energy efficiency and resident experience.
- A previous approval was given to progress the project to Gateway 3 under the former project procedure, with a budget of £438,000 to complete the initial concept design-stage work. This report updates the position and seeks approval to progress designs up to detailed design in the current Gateway 2 format.

Current Position

- The Barbican Estate Office is progressing procurement for a specialist Lift Consultant using a two-stage open tender process. The consultant appointment is required to provide technical leadership, complete surveys and design development, advise on any additional specialist appointments and prepare the project for a future works procurement.
- Stage Two tender responses were received from five consultants. Interviews have been completed and the assessment panel, comprising Barbican Estate officers and a resident member of the Tower Lift Group, has moderated the technical responses.

- Financial submissions have been reviewed, and post-tender clarifications have been issued to the tenderers. Once clarifications have concluded, the Barbican Estate Office expects to identify the successful tenderer and proceed to appointment, subject to the necessary approvals and budget controls.

Options

Option	Description	Indicative cost position	Assessment
Option 1 – Do nothing	Continue operating the existing lifts with reactive repairs and maintenance only.	Ongoing repair costs would continue and are expected to increase. Whole-life cost has not been quantified.	Not recommended. This option does not address end-of-life equipment, parts availability, reliability, compliance or resident-service risks.
Option 2 – Refurbishment, modernisation or replacement programme	Appoint a Lift Consultant, undertake surveys and design development, confirm the preferred technical solution for each lift and progress toward construction procurement.	Estimated total project budget: £6,142,750. Proposed budget for developing designs to include options appraisal to Gateway 3: £317,512.50	Recommended. This option directly addresses asset condition, reliability, compliance and resident experience, while allowing detailed design and procurement to refine scope and cost.

Proposals

- It is proposed that Members approve Option 2 and allow the project to progress into design development. The Lift Consultant will be responsible for reviewing the current lift assets, confirming the required surveys, developing the technical options, advising on the required wider project team and preparing the scheme for future construction procurement.
- The recommended route maintains a single point of design responsibility through the Lift Consultant, with additional specialist services to be coordinated through the consultant where appropriate. This will support clearer accountability, efficient communication and integrated technical advice.
- Responsible Procurement considerations have been included within the consultant tender, including questions on the Climate Action Strategy, Equality, Equity, Diversity and Inclusion, and supply chain due diligence.
- Resident engagement will remain central to the project. The Tower Lift Group has already supported the procurement process and will continue to provide resident input as the design develops, particularly in relation to disruption, access, communication and support for vulnerable residents.

Key Data

Item	Key data
Project	Barbican Residential Estate Tower Lift Refurbishment, Project ID 594, Tier 2.
Assets in scope	Nine lifts across Cromwell Tower, Shakespeare Tower and Lauderdale Tower.
Preferred option	Planned refurbishment, modernisation or replacement programme, subject to surveys, design development and future approvals.
Budget	Estimated total project budget: £6,142,750. Current design-stage budget: £317,512.50, comprising £223,962.50 consultancy fees, £49,000 staff costs, and £44,550 risk contingency.
Funding	Primary funding is expected to be long lessee contributions via the service charge, with Barbican Residential local risk budget support where applicable.
Programme	Design development will follow Lift Consultant appointment. The business case summary currently anticipates completion by late 2030, subject to survey findings, design development, statutory approvals, procurement and future approvals.
Top delivery risks	Delays in statutory approvals; late delivery of lift components due to global supply chain issues; and the need to identify and support vulnerable residents during the works.

Corporate & Strategic Implications

Strategic implications – The project supports the Corporate Plan 2024–2029 outcomes of providing excellent services and leading a sustainable environment by improving the reliability, safety, compliance and resilience of essential residential estate infrastructure. It also supports resident engagement by involving the Tower Lift Group and focusing on service continuity for residents.

Financial implications – The estimated total project budget is £6,142,750. The design-stage budget to reach Gateway 3 is £317,512.50, made up of £223,962.50 consultancy fees, £49,000 staff costs, and £44,550 risk contingency. Cost estimates remain subject to survey findings, design development, statutory approvals, procurement outcomes and future gateway approvals.

Resource implications – The project will require continued client-side project management, procurement, legal and technical input. The Lift Consultant will provide specialist lift expertise and may coordinate additional sub-consultant support where required.

Legal implications – Legal advice will be required as appropriate during consultant appointment, contract finalisation and later works procurement. The project will also need to consider statutory and regulatory requirements relevant to tower blocks, lifts and higher-risk buildings.

Risk implications – The principal risks are delays in statutory approvals, late delivery of lift components due to supply chain pressures and disruption to residents, including vulnerable residents. Mitigation will include early engagement with relevant technical specialists and

statutory bodies, early supply chain consideration, resident communication and the identification of residents requiring additional support.

Equalities implications – The project is likely to have particular implications for residents who rely on lifts because of age, disability, mobility, health or caring responsibilities. Resident engagement, clear communication and support arrangements, including the use of Personal Emergency Evacuation Plans where applicable, will be developed as part of the design and delivery planning.

Climate implications – The project provides an opportunity to improve lift energy efficiency and align the future technical solution with the City Corporation's Climate Action Strategy. Climate considerations have also been included in the consultant procurement process.

Security implications – None identified at this stage. Any security-related matters arising from lift design, access control, contractor attendance or site logistics will be considered during design development and delivery planning.

Conclusion

- The nine tower lifts are essential estate infrastructure and are now at a point where continued reactive maintenance does not provide a sustainable long-term approach. The recommended option is to progress a planned refurbishment, modernisation or replacement programme, supported by specialist consultant input and resident engagement.
- Approval of this Gateway 2 report will enable the project to maintain momentum, complete design development, refine the technical solution and prepare the scheme for future approvals and procurement. Members are therefore asked to approve the recommendations set out above.

Appendices

- Appendix 1 – Business Case Summary Sheet
- Appendix 2 – Anticipated Consultant Procurement Programme
- Appendix 3 – Risk Register

William Roberts
Project Manager, Barbican Residential Estate, Department of Community and Children's Services

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Business Case Summary Sheet (to be submitted alongside Gateway Reporting)

Name of project or programme	Barbican Residential Estate Tower Lift Refurbishment
Cora ID	594
Tier	*Tier 2*
Name of Senior Responsible Owner	Daniel Sanders
Project Manager/person who prepared this document	William Roberts
Which Gateway is this business case summary for?	*GW2*

All projects should complete all sections at each gateway. However, at Gateway 1, greater clarity is expected on section 1 and the associated appendix. At Gateway 2, the review will focus on sections 2-4. At Gateway 3, greater focus will be given to section 5.

1. Strategic Dimension

Guidance on the strategic dimension of the business case is available on the ePMO Knowledge hub.

1.1 Summarise the case for change for the project and how it aligns with the City of London Corporation's strategic aims and any wider ambitions. Summarise the strategic case for investment in line with the overall project vision and desired outcomes.

The lifts across the Barbican Residential Estate are at end of life, with increasing repair issues and non-compliance with current regulations. The project will deliver an estate-wide refurbishment to improve reliability, safety, and compliance, aligning with City of London objectives for safe, well-maintained housing.

2. Economic Dimension

2.1 Complete the below Appraisal Table, outlining the shortlist of options to fulfil the outcomes.

	Option description	Whole Life Cost £m	Timeframe	Benefits
Option 1 (Do-Nothing)	*Continue operating existing lifts without intervention.*	*Increased ongoing repair costs until elements no longer available (not quantified)*	*N/A*	None – Continued deterioration and non-compliance.
Option 2 (Preferred)	*Lift Refurbishment Programme of Cromwell Tower, Shakespeare Tower, and Lauderdale Tower*	*Estimated project budget £6,142,750.*	*Estimated completion late 2030*	Improved reliability, compliance with regulations, improved energy efficiency, improved end user experience.

2.2 Outline the reasons for choosing the preferred option

The preferred option is full refurbishment of lifts across the three towers as it directly addresses the core issues: end-of-life equipment, lack of spare parts, and regulatory non-compliance.

This option delivers measurable benefits including improved reliability, reduced outages and repair costs, compliance with modern standards (including firefighting lifts), and improved energy efficiency.

3. Commercial Dimension

3.1 Summarise the procurement strategy and route to market for this proposal. Include the reasons for choosing this route and any considerations around Responsible Procurement.

Appointment of a Lift Consultant is critical to progressing the programme, identifying all additionally required consultants for the project, and ultimately designing the scheme to take up to construction tender.

Two-Stage Open Tender for the Lift Consultant procurement was chosen, as this allowed us to conduct interviews with a shortlist of consultants who provided the highest scoring Stage One tender responses. The same procurement route is intended to be taken forward for the Lift Contractor.

Within the consultant tender, responsible procurement questions have been asked on the topics of Climate Action Strategy, EEDI (Equality, Equity, Diversity, and Inclusion), and Supply Chain Due Diligence.

Upon appointment, the Lift Consultant will complete their initial reviews and advise on the full required project team. The intention will be for the Lift Consultant to appoint any additional project team members as sub-consultants; this will enable The City to maintain a single source of contact and responsibility with the design team.

4. Financial Dimension

4.1. Set out the delivery (capital and revenue) cost profile of your preferred option proposal. 'Lifecycle' costs must be included as part of the whole life costs set out here.

Financial Year	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	After 2030/31 £m	Whole Life Cost £m
Capital							
Staff	**45,000**	**30,000**	**30,000**	**30,000**	**15,000**	**TBC**	**TBC**
Fees	**259,125**	**159,150**	**127,450**	**127,450**	**72,575**	**TBC**	**TBC**
Works	-	**742,500**	**1,732,500**	**1,732,500**	**742,500**	**TBC**	**TBC**
Land	-	-	-	-	-	-	-
Purchases	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total	**304,125**	**931,650**	**1,889,950**	**1,889,950**	**830,075**	**TBC**	**TBC**
Revenue							
One-off Costs	-	-	-	-	-	-	-
Recurring Costs	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

4.2 What financial benefits are associated with the project?

Improved lift reliability will reduce:

- *Number of outages*

- *Duration of outages*
- *Cost of repairs*

These metrics will demonstrate operational savings post-completion.

Financial Year	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	After 2030/31 £m
Income Generation	-	-	-	-	-	-
Revenue Savings	TBC	TBC	TBC	TBC	TBC	TBC
Total	TBC	TBC	TBC	TBC	TBC	TBC

4.3 Summarise the critical financial assumptions that underpin the above cost and benefits profiles. Please include a level of confidence in the above estimates.

- *Existing maintenance regime continues post-refurbishment*
- *Service charge structure remains in place to fund ongoing maintenance*
- *Cost estimates are budgets reflecting early-stage uncertainty. Design team yet to be appointed so budget estimates subject to survey, detailed design, statutory consents, competitive tender, and approvals.*

4.4 State the funding sources to cover the whole-life costing and state whether funds have yet been secured. Summarise the funding profile in the table below.

Primary funding: Long lessee contributions via service charge.

Financial Year	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	After 2030/31 £m	Whole Life Income £m
One-off funding	-	-	-	-	-	-	-
Ongoing funding	-	-	-	-	-	-	-

5. Management Dimension

5.1 Summarise the plan for successful delivery of this project/programme, including major milestones, governance and assurance arrangements, key roles and responsibilities and application of lessons learnt.

Project led by specific City of London client-side Project Manager with SRO (Senior Responsible Officer) oversight.

Resident working group formed (Tower Lift Group).

Lift consultant to be appointed to act as Project Manager, providing technical input on the project.

Resident engagement at the heart of consultant brief. Project will no doubt come with disruption, so upfront resident engagement and risk identification will help mitigate this.

5.2 Set out the top three delivery risks for the project/programme, as per Cora risk register.

Risk title and description	Overall Risk Score	Mitigation actions
Delays in statutory approvals due to higher risk of building.	16	Early engagement with Building Safety Regulator and Fire Engineers to confirm requirements. Early appointment of BSR PD with relevant experience to assist with coordination.
Late delivery of lift components due to global supply chain issues.	16	Secure supplier contracts early, specification to require open-source parts where possible.
Vulnerable residents	16	Details of vulnerable residents to be procured. This will be done via Personal Emergency Evacuation Plans (PEEP).

Appendix 1:

Strategic case for change: Establish the strategic case for investment – define and summarise what success looks like and the overarching vision and outcome of the change**.**

Situation/ challenge	*Lifts are end of life.*
Aim/outcome	*Provide the 3No. Tower Blocks with warranty covered lifts that will last for a significant period of time (20-25 years)*
Inputs/enablers	*Project team.*
Key outputs/ activity	*Assess the current condition of lifts and surrounding fabric/structure, produce options for lift refurbishment/modernisation/replacement, complete works.*
Beneficiaries/ stakeholders	*Leaseholders, residents, City of London staff.*
Are there financial benefits?	*Repairs are becoming more expensive, completing works at the earliest will reduce the yearly repairs costs.*

Strategic outcomes mapping: Detail how the project fits in with the different strategic drivers, objectives and outcomes to establish the strategic link between the Corporation's aims and the project/programme. A list of drivers is available on the ePMO Knowledge Hub.

Indicate which benefits (positive impacts of change) are needed to deliver positive outcomes.

Strategic Driver (name)	**Strategic Objective**	**Project/Programme Deliverable (Output)**	**Project/Programme Outcome**	**Benefits**
Corporate Plan	*Leading a sustainable environment, providing excellent service*	*Provide new/refurbished lifts.*	*Ensure the Towers have new/refurbished warranty-backed lifts.*	*Reduced reactive repairs, electrical safety and resilience, renewable energy generation, improved thermal comfort*
Resident Engagement Strategy	*Provide working services*	*Provide new/refurbished lifts.*	*Ensure the Towers have new/refurbished warranty-backed lifts.*	*Reduce number of breakdowns, reduce reactive repairs, reduce lift downtime during breakdowns, reduce maintenance costs.*

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Committee(s): Barbican Residential – For Decision	**Dated:** 22/07/2026
Subject: Request for Delegated Authority - Barbican Estate - Tower Lifts Refurbishment (Project ID 594)	**Public**
This proposal: • **Requests Delegated Authority to Appoint a Lift Consultant on the Tower Lift Refurbishments**	The report includes information on the City Corporation's Tower Lift Refurbishments
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	**For Decision**
Report author: William Roberts – Project Manager, Barbican Residential Estate – Department of Community and Children's Services	

Summary

This report seeks approval for a delegated authority request in relation to the ongoing tender exercise of the Lift Consultant for the Tower Lift Refurbishment at the Barbican Residential Estate.

The approval request is driven by the anticipated tender timeline not aligning with the timeline of this BRC meetings. The next available Committee cycle would otherwise delay consultant appointment and the start of design development. Given the condition of the lifts and the importance of maintaining vertical transport for residents, the report seeks authority to maintain project momentum.

A decision is requested to approve delegated authority for this appointment.

Recommendations

The Committee is requested to:

- Note the BRC meeting held on 15/09/2025 approved the project to progress onwards to Gateway 3 (old project procedure), along with a budget of £438,000 to reach this gateway.
- Note the BEO has prepared an updated Gateway 2 approval form, covering costs up to detailed design.
- Note any such appointments complete under delegated authority would not exceed the new Gateway 2 recommended budget.
- Note a member of the Tower Lift Group (a resident within one of the tower blocks) is part of the tender review and moderation panel.

- Approve a delegated authority for the Barbican Estate Office (BEO) to appoint a Lift Consultant upon conclusion of the tender process, subject to fees remaining within the approved budget.

Main Report

Background

A 'For Information' report was brought to the April RCC and May BRC to provide an update on the progress of the lift consultant procurement for the Barbican Tower Lift Project, with a subsequent 'For Information' report brough to June RCC to provide further progress updates.

Within the June RCC report, it was expected the BEO would bring a report recommending appointment of a lift consultant to the July BRC for approval. The BEO are not yet able to provide a full recommendation report for consultant appointment; therefore, noting the next BRC meeting is scheduled for November 2026, the BEO are seeking approval for delegated authority to appoint the lift consultant once the tender exercise is concluded.

Current Position

A summary of the current position of the tender process is as follows:

- Following receipt of the Stage Two Tender Responses from the five Stage 2 consultants, the assessment panel (three offices from the Barbican Estate Office and one resident member of the Tower Lift Group) completed interviews with all consultants.

- A moderation meeting was held on Thursday 25th June to agree the scoring of the technical portion of the tender returns. The assessment panel were aligned in their scoring of the technical responses.

- Following the moderation meeting on Thursday 25th June, the financial submissions of the five consultants were released to the assessment panel for review.

- A round of post-tender clarifications on the financial bids were issued to the five consultants on Monday 29th June.

- Following responses, a second round of post-tender clarifications were issued to a portion of the consultants on Tuesday 7th July.

Responses to the second round of post-tender clarifications are due by Friday 10th July. Following these responses, the Barbican Estate Office are hopeful there will be no further rounds of post-tender clarifications, and a successful tenderer will be identified.

Proposal

With the summer Barbican Residential Committee being held on 22nd July, papers for the appointment of the Lift Consultant would not be available for the paper deadline for this committee, whilst the next meeting is not until November 2026.

Noting the above and given the urgent nature of these works, the BEO are therefore looking to seek delegated authority from the BRC to appoint the Lift Consultant on conclusion of the full two stage tender process. The BEO have noted that such appointments would only be made under delegated authority if the consultant fees for development up to detailed design fall within the suggested Gateway 2 budgets.

For reference, based on the pre-market engagement, the mean high-level cost estimate for the consultant role was £240,000 (this was a cost estimate for the whole project life cycle, not just design). The most common responses ranged from £230,000 - £280,000 in fees for the whole project. We would therefore look to only appoint a consultant under delegated authority if their fee fell below the maximum common response range of £280,000.

Budget

The budget requested for approval in the Gateway 2 Report also going to this committee in July 2026 is below.

Item	Reason	Funds/ Source of Funding	Cost (£)
Consultancy Fees	Complete designs up to and including options appraisals for lift refurbishments at Lauderdale Tower, Shakespeare Tower, and Cromwell Tower.	Long Lessee contributions/ Barbican Res. Local Risk budget *	£223,962.50
Staff Costs	Project Management, Legal, Procurement up to Gateway 3	Long Lessee contributions/ Barbican Res. Local Risk budget *	£49,000
Risk Contingency	Cover unforeseens	Long Lessee contributions/ Barbican Res. Local Risk budget *	£44,500
Total			**£317,512.50**

*Funding Breakdown	Long Lessee contributions (95%) Barbican Res. Local Risk Budgets		

Conclusion

This report seeks approval for delegated authority to appoint a Lift Consultant on completion of the two-stage tender exercise.

Approval would be on the basis that any such appointment would remain within the requested Gateway 2 budget for the design of the lifts.

Committee(s): Residents Consultation – For Information Barbican Residential – For Decision	**Dated:** 29/06/2026 22/07/2026
Subject: Request for Delegated Authority - Barbican Estate – Lift Electrical Repair Framework	**Public**
This proposal: **Requests Delegated Authority to Appoint a Lift Consultant and Contractor for the Lift Electrical Repair Framework**	The report includes information on the Electrical Repair Framework
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	**For Decision**
Report author: Daniel Castle – Contract Manager, Barbican Residential Estate – Department of Community and Children's Services	

Summary

This report seeks approval for a delegated authority request in relation the proposed Lift Electrical Repair Framework at the Barbican Residential Estate.

The approval request is driven by the anticipated tender timeline not aligning with the timeline of RCC & BRC meetings. Owing to the urgency of the project, a request is therefore being made for delegated authority to appoint the Consultant and Contractor on completion of the tender process.

A decision is requested to approve delegated authority for this appointment.

Recommendations

The Committee is requested to:

- Note the report to the Major Works Project Board held on 11/02/2026 providing a detailed background and current position of lift performance across the estate.
- Approve a delegated authority for the Barbican Estate Office (BEO) to appoint a lift consultant and contractor, upon conclusion of the tender process.
- Note an update report will be issued at the next RCC & BRC meetings.
- In the interim, reports will be made to the MWPB.

Main Report

Background

Lift reliability across the estate is a well-established problem. While the Towers are currently being modernised, with the intention that the terrace blocks would follow, recent developments require a step change. The electrical components of these lifts are beyond their original design life and are now obsolete. Where parts exist, lead times are extended and unpredictable. Replacement parts are also unreliable and, in some cases, newly installed components have failed immediately. There is no longer a pattern of isolated faults, but a systemic failure of ageing electrical systems. Without intervention, lift performance will continue to decline.

Whilst a major modernisation, similar to the Towers, is still the long-term goal, it is not achievable within the timeframes required to address the immediate issue with the electrical components. A major modernisation programme would take several years to design and develop. There is a need for an interim solution, removing the most failure prone legacy electrical components from the Terrace block lifts. This framework is intended to stabilise lift reliability in the short to medium term, while the major modernisation programme is developed and progressed.

Current Position

Across the estate, several lifts have experienced extended outages, with some remaining out of service for months at a time, despite constant repairs and intervention. These prolonged failures have had a material impact on residents and have highlighted the increasing challenges in maintaining these aging lift systems using reactive repairs alone.

Examples within the last 12 months include Bunyan Court L59, Seddon House L13 and L14b, Ben Jonson House L62, John Trundle Court L58, Defoe House L6, L3, and L10, as well as Andrewes L38 . In each case, outages have been due to an electrical component failure, prolonged by obsolescence and delays in sourcing parts. Bunyan Court L59 was beyond repair, and required the control panel to be replaced. Outages of this nature are likely to become more common.

Options Considered

The following options were considered:

- Continuing with reactive repairs and existing lifts – no programme of repairs
- Proceeding to full modernisation after the conclusion of the Tower modernisation project
- Bringing the Terrace modernisation forward to run parallel with the Tower modernisation project.
- Targeted electrical repair framework.

Continuing with reactive repairs and retaining the existing lifts without intervention was immediately discounted. This approach does not address the failure of ageing and

obsolete electrical equipment and exposes residents to escalating risk of prolonged disruption. This is not a sustainable or credible option.

Extending the Tower modernisation project to include the Terrace blocks remains the long-term solution and is necessary to fully renew these assets. However, a major modernisation would take several years to design and deliver and cannot respond quickly enough to the immediate reliability challenges now being experienced. Under this option, lift replacement would not begin until at least 2030.

Bringing the Terrace modernisation forward to run in parallel with the Tower programme was also considered. This option was discounted as delivering a parallel programme would require additional dedicated project management, followed by consultant appointment and full design development. This option would mean lift replacement would begin Summer 2028.

The final option, a targeted electrical repair framework was therefore identified as the most viable option in the current context. This approach removes the most failure-prone legacy electrical components to stabilise lift performance in the short to medium term. While it does not eliminate all risks or replace all legacy systems, the remaining mechanical elements are based on readily available, open-sourced components and are generally supportable. It also gives us the necessary breathing room to progress the full modernisation programme in line with the Tower modernisation.

Proposed Approach

The proposed approach is to establish an electrical repair framework for the Terrace block lifts. This framework allows lift performance to be stabilised in the short to medium term while a full modernisation programme is developed and programmed separately in line with the tower modernisation project.

The scope would be limited to electrical repairs only and would not constitute lift replacement, refurbishment, or modernisation for the purposes of CDM regulations or the Building Safety Act 2022. Works would involve near like-for-like removal and reinstatement of faulty electrical components, with mechanical systems remaining in service where they are supportable.

Where components can be salvaged as part of the repair works, these will be retained where practicable for potential use as interim spares. This will give us resilience but is not intended to create a long-term stock as the age and condition of these parts means their reliability cannot be assured.

Scope of Works (pre – design stage)

Subject to detailed design and survey, the proposed repair scope may include, but is not limited to, the removal and near like-for-like reinstatement of defective or obsolete electrical components.

Lift safety and monitoring systems are excluded from the scope, having been addressed under a separate project and are to be retained.

Mechanical systems will remain in service where practicable as most are open sourced and remain readily available. The scope expressly excludes mechanical systems and components

Detailed scope definition, sequencing, and methodology will be developed through the subsequent design stage.

Budget
Based off early market engagement with our current lift consultants and contractors, we have received some indicative costs.

Item	**Reason**	**Funds/ Source of Funding**	**Cost (£)**
Consultancy Fees	Drafting specifications, project management, witness testing, and final handover	Long Lessee contributions/ Barbican Res. Local Risk budget *	£461,500 (£6,500 x 71 lifts)
Works Costs	Replacement of the lift controller and associated electrical components and associated wiring and ancillaries.	Long Lessee contributions/ Barbican Res. Local Risk budget *	£1,956,760 (£27,560 x 71 lifts)
Contingency	20% contingency to allow for any additional unforeseen costs.	Long Lessee contributions/ Barbican Res. Local Risk budget*	£483,652
Total			**£2,901,912**
*Funding Breakdown	Long Lessee contributions (95%) Barbican Res. Local Risk Budgets (5%)		

Conclusion

This report seeks approval for delegated authority to appoint a Lift Consultant on completion of a two-stage tender exercise.

The consultant and contractor appointments will be presented to RCC and BRC once the associated costs have been provided and reviewed.

Recommendation

Members are asked to approve the delegated authority request to proceed with tendering for a consultant.

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

Daniel Sanders – Director of Property and Estate Management

Committee(s): Residents Consultation Barbican Residential	**Dated:** 29 June 2026 22 July 2026
Subject: Report of Director of Property and Estate Management	**Public**
This proposal:	Report of Director of Property and Estate Management
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	**For Information**
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report seeks to inform members of the on various workstreams of the Barbican Estate Office over the reporting period.

Recommendation:

Members are asked to note the contents of the report.

Main Report

Barbican App

We are delighted with the successful launch and early adoption of the Barbican App. Since its introduction, more than 1,100 residents have signed up, and engagement levels have been extremely encouraging. Feedback from residents has been positive, with the app providing a valuable new channel for communication, reporting issues, and accessing services.

Since 20 April, we have issued 35 announcements to residents through the platform and received 477 repair and operational service requests. Of these, 280 have been completed, 192 are currently in progress, and only 5 remain pending acknowledgement.

The volume of engagement demonstrates that residents are embracing the platform and using it to interact with services in a way that was not previously possible.
As with any new system implementation, we are experiencing some expected teething issues as both residents and staff become more familiar with the platform.

The increased visibility of services has also resulted in residents raising new tickets for existing issues, while we have sought to ensure that all works undertaken are captured and recorded through the system. This has contributed to higher levels of activity and provides us with a much clearer picture of demand and service performance.

We recognise that there is more work to do. As the Repairs Service team continues to take shape over the coming months and staff confidence and proficiency with the system continue to develop, we expect further improvements in efficiency, responsiveness, and overall service delivery. We are awaiting an update on timeframe for the desktop version of the system and hope to provide an update soon.

Overall, this represents a very positive start. The strong uptake by residents, high levels of engagement, and valuable operational insights being generated through the app provide a solid foundation on which to build and improve services in the months ahead.

In-House Repairs and Maintenance

Progress towards the launch of the new in-house Repairs and Maintenance Service continues at pace, with a revised go-live date of 1 September 2026. While this represents a delay to the original programme timetable, the additional mobilisation period has enabled the team to strengthen key elements of the service, including recruitment, operational processes, systems implementation and staff training, helping to ensure the service launches on a robust and sustainable footing.

The principal factor affecting the revised timetable has been the longer-than-anticipated recruitment and onboarding period required to establish the new operational team. As with many organisations operating in a competitive labour market, securing appropriately skilled personnel has taken longer than originally planned. Recruitment activity is now progressing well, with appointments expected to be completed during the summer and staff in place ahead of launch. In addition, four operatives currently working on the Estate will transfer into the new service, providing valuable local knowledge and operational continuity from day one.

Despite the revised launch date, the programme has continued to make strong progress across a range of workstreams. The Civica repairs management system is substantially configured and on track for implementation, supporting improved repairs tracking, scheduling, performance management and resident communications. Testing and pilot exercises completed to date have provided assurance that the system is capable of supporting the service from launch, with further live testing planned during August.

Resident engagement remains a central focus of the programme. Planned town hall events and demonstrations will provide residents with an opportunity to understand the new repairs process and the improvements being introduced. The service will also incorporate resident feedback mechanisms from launch, ensuring that customer

experience is monitored closely and that lessons learned can be incorporated as the service develops.

While some operational procedures and supporting documentation will continue to evolve during the early stages of the service, appropriate governance, risk management and stabilisation arrangements are in place. The revised launch date has provided an opportunity to ensure that the necessary people, systems and processes are established correctly, reducing implementation risk and supporting the delivery of a high-quality, resident-focused repairs service from the outset.

Governance Review:

The Governance Review commenced in April 2026 and is being undertaken by Charles Russell Speechlys and Inside the Box. Since the launch of the review, the consultants have undertaken a tour of the Barbican Estate and have been provided with the extensive documentation requested to support their work. The list of documents supplied was shared with all Residential Consultation Committee representatives in accordance with the action agreed at the previous meeting.

The consultants have now completed the initial documentation review phase of the project, and we expect to receive their preliminary findings based on this review shortly. This will provide the first stage of the evidence base that will inform the overall review and any future recommendations.

The next phase of the review will focus on stakeholder and resident engagement. It is important to note that no interviews, workshops or engagement sessions have yet taken place. As previously committed, the process will remain open, transparent and accessible, with opportunities available for all residents and stakeholders who wish to participate and contribute their views.

We are currently awaiting confirmation of the proposed engagement timetable and programme from the consultants and legal advisers. Once these arrangements have been finalised, details of the engagement opportunities will be widely communicated to residents and stakeholders to ensure that everyone who wishes to participate can do so.

Barbican Estate Car Park Review:

The City Corporation has commissioned and funded an independent review of the Barbican Estate's car parks, storage areas and cycle provision. The review is being undertaken by Arup, supported by specialist cost consultants, and is intended to provide an evidence-based assessment of how these assets are currently used and how they might best serve the Estate's future needs.

A key objective of the review is to ensure that resident needs remain at the forefront of any future recommendations. This includes understanding current occupancy levels, utilisation patterns, storage requirements and cycling provision, whilst considering how these facilities can continue to support residents' quality of life and the long-term sustainability of the Estate.

The review will examine opportunities to optimise existing space, improve functionality and ensure that facilities remain fit for purpose in the years ahead.

Alongside resident-focused improvements, the review is also exploring whether there are opportunities to make more effective use of underutilised spaces and assets. This includes assessing alternative uses where appropriate, balancing resident amenity with opportunities to enhance income generation and support the Estate's long-term financial resilience. Any future proposals will need to demonstrate clear benefits for residents while being supported by robust technical, operational and financial analysis.

Arup brings considerable experience in undertaking similar studies across major residential, mixed-use and estate environments, including assessments of parking provision, estate optimisation, operational requirements and commercial opportunities. Their work will consider transport, architectural, operational and financial factors to ensure that any recommendations are practical, deliverable and aligned with the wider objectives of the Barbican Estate.

The review is intended to provide a comprehensive evidence base to support future decision-making. Once completed, the findings will help inform discussions about the future use of the Estate's car parks and associated facilities, ensuring that decisions are made transparently and with a clear understanding of both resident priorities and longer-term opportunities for the Estate.

Ambue Heating (and overheating) study:

The Ambue feasibility study into heating performance, energy efficiency and overheating across the Barbican Estate continues to make good progress. The study has involved detailed surveys of a representative sample of homes across different building types and locations on the Estate, together with the installation of environmental monitoring equipment to better understand how homes perform in practice.

Initial findings have highlighted the unique characteristics of the Barbican's construction, with the study identifying both challenges and opportunities in relation to thermal comfort, energy performance and building fabric. While some residents reported difficulties maintaining comfortable temperatures during colder periods, the research has also identified areas where overheating and solar gain may become significant factors during warmer weather. The study is therefore considering both winter heating demand and summer overheating risks as part of a holistic assessment of building performance.

A key element of the project is the use of in-home sensors which are collecting continuous data on temperature, humidity and energy use. This monitoring will continue throughout the summer months to provide a fuller understanding of how homes respond to changing weather conditions, particularly in relation to solar gain, overheating and resident comfort. This additional data will help ensure that any future recommendations are based on a comprehensive evidence base covering both heating and cooling challenges across the Estate.

The consultants are currently developing detailed performance models and assessing potential options to improve comfort, energy efficiency and long-term sustainability. These may include considerations relating to building fabric, ventilation, controls and shading, although no conclusions have been reached at this stage.

Once received, the findings will help inform future discussions on how best to balance resident comfort, heritage considerations, environmental performance and value for money across the Barbican Estate.

Wet Riser Systems – Residential Towers

During the most recent servicing and inspection programme, the wet riser systems serving the three residential towers did not pass the required testing standards. As a result, the systems have been temporarily taken out of service while further investigations are undertaken. Early assessments indicate that significant remedial works may be required, and officers are currently working with specialist consultants to verify the scope of works and develop accurate cost estimates.

Following the test failure, the London Fire Brigade (LFB) was notified immediately and attended site to review the situation. Following their assessment, LFB advised that the overall level of risk remains low and agreed an interim operational arrangement. This involves the deployment of a water appliance to the towers, should it be required, allowing the existing infrastructure to be utilised in a manner similar to a dry riser system during any firefighting operation.

LFB had also intended to undertake a further pressure test of the system however, this was postponed due to an operational emergency elsewhere. Discussions remain ongoing and additional testing may be undertaken in due course to further inform the remediation strategy.

Importantly, there has been no change to the fire safety strategy for the residential towers and no increase in risk to residents has been identified because of the systems being taken out of service. The interim arrangements agreed with LFB ensure that appropriate firefighting measures remain available while the long-term solution is developed. On this basis, and following advice from fire safety professionals and LFB, a wider resident communication has not been considered necessary at this stage.

Further updates will be provided as the scope of remedial works is finalised and delivery timescales become clearer.

Lease Breach Position – Wooden Flooring:

Officers have continued to review the position regarding the installation of wooden and hard flooring within Barbican properties. Whilst lease provisions generally prohibit the installation of such flooring, it is recognised that there are a significant

number of flats across the Estate where wooden flooring has been installed, in some cases many years ago.

Given the prevalence of wooden flooring across the Estate, the City Corporation has sought independent legal advice to better understand the practical and legal options available. That advice indicates that, in the absence of evidence demonstrating a breach of other lease covenants, such as nuisance arising from noise transmission, it is unlikely that a tribunal would uphold enforcement action based solely on the existence of wooden flooring. This reflects the challenges associated with seeking a unilateral determination where no demonstrable impact on neighbouring residents can be evidenced.

Considering this advice, officers are reviewing the current position, previous decisions and the range of options available to the City Corporation. This work is intended to ensure that any future approach is legally robust, proportionate and capable of being applied consistently across the Estate.

A further report will be brought to the appropriate committee setting out the legal position, options appraisal and recommended strategy for consideration. Until that review is complete, no changes are proposed to the current approach.

Staffing Update:

Following the departure of Mia Blainey, Personal Assistant to the Director of Property and Estate Management, in May 2026, officers would like to formally record their thanks for Mia's contribution to the Barbican Estate and wider department during her time with the City Corporation. Approval to recruit to the vacant post has now been secured through the Workforce Control Panel (WCP), and the position will be advertised shortly.

There has also been significant progress in securing the resources required to support delivery of key service improvements and priorities. Approval has now been received from the Workforce Control Panel for all posts associated with the new in-house Repairs and Maintenance Service. Recruitment to these roles is expected to commence in late June and represents an important milestone in preparations for the service launch later this year.

In addition, approval has been secured for three new Senior Project Manager positions to strengthen the delivery capacity of the Capital Programme. These roles will provide additional professional expertise and support the effective planning, management and delivery of major projects across the Estate.

The successful approval of these posts represents a positive outcome and reflects a significant amount of work undertaken by officers to build the resource capacity required for the future. Recruitment to these positions will help strengthen service delivery, increase programme resilience and ensure the department is well placed to meet its operational and strategic objectives in the years ahead.

Expert Witness Report:

Following the commissioning of the Expert Witness Review, it has become apparent that the volume of documentation requiring examination and incorporation into the final report is significantly greater than originally anticipated. As a result, the scope of the review and supporting documentation has expanded beyond that envisaged when the original commission was procured.

This has led to a revision of the programme timetable, with the final report now anticipated in July 2026. While this represents a delay to the original schedule, officers remain comfortable with the revised timescales. Given the significance of the matters under consideration, the priority is to ensure that the review is comprehensive, accurate and evidence-based rather than to expedite its completion at the expense of quality.

The City Corporation has agreed to meet the additional costs associated with the expanded scope of work, recognising the importance of obtaining a robust and defensible expert assessment. The additional time being taken will enable the expert witness to fully consider the extensive documentary evidence and ensure that all relevant information is appropriately reflected in the final report.

The review process has benefited from substantial support from a range of stakeholders. In particular, the Barbican Estate Office has undertaken significant work in locating, recovering and reviewing historical documentation to support the exercise. Valuable input has also been provided by resident representatives, including Jo Boat, Chair of the Residential Consultation Committee, helping to ensure that relevant resident perspectives and information have been made available to the review team.

A further update will be provided once the final report has been received.

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

Daniel Sanders – Director of Property and Estate Management

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Committee(s): Residents Consultation – For Information Barbican Residential – For Information	**Dated:** 29 June 2026 22 July 2026
Subject: Report of the Reporting Committee	**Public**
This report: Provides updates on the work of the reporting committee	The report includes information on the Reporting Committee
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	**For Information**
Report author: Dan Sanders	

Purpose of Report

This report provides Members with an overview of the work undertaken by the Reporting Committee during the current reporting period.

The Committee's primary focus has been the establishment of a structured governance framework to support the management of the Barbican Estate over the coming year. This has included the development of an Annual Agenda Plan, a Policy Framework and supporting governance arrangements designed to improve transparency, accountability, operational oversight and resident engagement.

Recommendations

Members are asked to:

- Note the work undertaken by the Reporting Committee during the reporting period.
- Note the development of the Annual Agenda Plan and Policy Framework which will guide the Committee's work programme during 2026/27.
- Support the continued implementation of these arrangements to strengthen governance, policy development and operational oversight across the Estate.

Background

The Reporting Committee met in April 2026 and considered two substantive reports relating to the future governance and oversight arrangements for the Estate. These reports proposed a structured Annual Agenda Plan and a Policy Framework designed to provide a clear programme of business and policy development over the coming year.

Following discussion, both reports were endorsed by the Committee, subject to a small number of amendments which have subsequently been incorporated. The revised documents establish a framework for regular oversight of financial performance, operational delivery, compliance, resident engagement, workforce planning, risk management and service performance.

A further meeting had been scheduled for June 2026. However, this meeting was cancelled due to the requirement for Barbican Estate Office officers to prioritise the response to the wet riser outage affecting the residential towers and to work closely with the London Fire Brigade in implementing interim operational arrangements. Officers are currently planning for this meeting to be reconvened at the earliest appropriate opportunity.

Overview of Work Undertaken

Development of the Annual Agenda Plan

The Committee has established an Annual Agenda Plan which provides a structured programme of business for the forthcoming year. The plan introduces a quarterly cycle of reporting covering financial management, compliance, risk, resident engagement, operational performance, audit activity and workforce planning.

The framework has been designed to ensure that key issues are considered consistently and transparently, whilst enabling Members to maintain effective oversight of estate management activities and strategic priorities.

Policy Framework Development

A key area of focus has been the creation of a formal Policy Framework for the Barbican Estate. The framework establishes a programme for the review, development and approval of estate management policies over the next twelve months.

This work is intended to provide greater clarity and consistency in decision-making, ensure policies remain current and compliant with legislative requirements, and create a stronger governance foundation for service delivery across the Estate.

Performance and Governance Reporting

The Committee has continued to emphasise the importance of robust performance reporting and governance oversight. As part of the Annual Agenda Plan, officers have committed to developing enhanced dashboard reporting arrangements covering financial performance, operational delivery, compliance, workforce matters, resident engagement and risk management.

These arrangements will provide Members with a clearer understanding of service performance and support more informed decision-making.

Committee Administration and Transparency

Members reiterated the importance of timely and effective governance processes, including the provision of committee papers in advance of meetings and clear

tracking of actions arising from previous discussions. Officers have committed to ensuring that papers are circulated at least five working days before meetings wherever possible and that future agenda arrangements provide clear visibility of actions, decisions and outstanding matters.

Joint Reporting Committee and Service Charge Working Party Budget Review

In May 2026, a joint meeting of the Reporting Committee and the Service Charge Working Party was convened to review the 2026/27 budget documentation and supporting resident literature prior to its issue. The session provided an opportunity for Members and resident representatives to scrutinise both the financial information and the accompanying narrative designed to explain the budget proposals and service charge requirements.

The Committee was particularly pleased with the level of detail, transparency and accessibility provided within the budget pack. Considerable effort was made by officers to present complex financial information in a clear and understandable format, supported by explanatory narrative intended to help residents better understand both the composition of service charges and the operational activities they support. Members welcomed the improvements made to the presentation of information and the greater emphasis placed on transparency and resident understanding.

The meeting also provided a valuable forum for discussion between officers, Members and resident representatives, helping to ensure that the information issued to residents addressed key areas of interest and concern. The Committee recognised the importance of continuing this approach in future years and reaffirmed its commitment to providing clear, comprehensive and accessible financial information to residents.

Financial Implications

The work undertaken to develop the Annual Agenda Plan and Policy Framework has been delivered within existing resources.

Any future financial implications arising from policy implementation or service changes will be reported through the appropriate governance and committee processes.

Risk Implications

The work undertaken supports the mitigation of a number of key organisational risks, including:

- Inconsistent governance and decision-making.
- Lack of clarity regarding policies, responsibilities and service standards.
- Insufficient oversight of operational and financial performance.
- Reduced transparency and accountability in estate management.

The introduction of a structured agenda cycle and policy framework will strengthen governance arrangements and provide a more consistent basis for managing these risks.

Finally – It is noted that a gap analysis between the recommendations of the Altair report and current BAU is still to be received and officers are working on this.

Conclusion

The Reporting Committee has undertaken significant work to establish a stronger governance framework for the Barbican Estate. The endorsement of the Annual Agenda Plan and Policy Framework provides a clear roadmap for the Committee's activities during 2026/27 and demonstrates a commitment to improved oversight, transparency and accountability.

While operational pressures associated with the wet riser outage necessitated the postponement of the June meeting, work on the agreed programme has continued. The Committee will continue to oversee the development of policies, performance reporting and governance arrangements throughout the coming year, supporting the ongoing improvement of estate management and service delivery for residents.

Appendix 1 – Reporting Committee Agenda Plan 26-27

Appendix 2 – Policy Framework

Appendix 3 – Compliance Report

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

Daniel Sanders – Director of Property and Estate Management

Agenda Plan 1st April 2026 – 31st March 2027

Purpose of this Paper

This paper sets out the proposed Annual Operational Oversight Plan for the Reporting Committee. It brings together:

- The Policy Matrix Framework, establishing a structured suite of estate management policies
- The in-house Repairs & Maintenance Service, as the core operational delivery model for this year.
- A clear annual committee agenda cycle, ensuring consistent oversight of financial, operational, and compliance matters

The purpose is to:

- Provide a single, integrated monitoring framework across all estate functions
- Ensure clarity, transparency, and accountability in decision-making and reporting
- Embed the in-house repairs service within formal governance and performance oversight
- Align policy development, operational delivery, and committee reporting into a structured annual cycle

This approach ensures that all key estate activities whether policy-led or operational are properly governed, regularly reviewed, and subject to consistent committee scrutiny.

Agenda Plan for Reporting Committee – 26/27

Quarter	Theme	Core Governance Items	Repairs & Operations Oversight	Policy Matrix Alignment
Q1 (Apr – Jun)	Strategy, Compliance & Finance	• Service Charge Invoice review and accompanying literature (26/27) • H&S Compliance Report	• In-House Repairs Service Review (mobilisation, structure, risks) • PPM & Asset Management Plan (Final Resident Publish)	• Policy Programme Approval • Phase 1 Policies Initiated (H&S, Finance)
Q2 (Jul-Sep)	Operational Performance & Residents	• Service Charge Outturn & Review (25/26) • Resident Satisfaction Survey	• Repairs KPIs & Performance • Post transition review • Planned Works / PPM Progress	• Policy Approval: Health & Safety & Finance
Q3 (Oct-Dec)	Risk, Governance & Mid-Year Control	• Mid-Year Budget Review • Risk Register Review • Insurance & Claims Data • Governance Review	• Repairs Deep Dive (cost, efficiency, trends) • Major Works Programme (update)	• Policy Approval: Governance & Engagement
Q4 (Jan-Mar)	Assurance & Forward Planning	• Draft Budget (Next Year) • Internal Audit Findings • H&S Compliance Report • Security & ASB Report • Community Review	• Annual Repairs Performance Report	• Policy Approval: Security & Community Standards

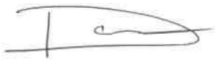
Dashboard Reporting Framework (Supporting Annual Agenda Plan) to be received at each meeting).

Dashboard Area	Key Items Covered	Purpose
Financial Dashboard	• Budget vs actual spend • Service charge tracking • Unplanned / unbudgeted works • Procurement & contracts register	Provide detailed financial control and transparency including External Audits.
Repairs & Asset Dashboard	• KPI suite (P1/P2/P3, completion times) • Backlog & ageing repairs • First-time fix & defect rates • PPM delivery tracking • Warranties tracking	Monitor operational performance and asset condition
Compliance Dashboard	• Statutory compliance (fire, water, asbestos etc.) • Lease / legal compliance • Audit actions tracking • Certification status	Ensure full regulatory and legal compliance visibility
People & Workforce Dashboard	• Staffing levels • Absence & turnover • Workforce capacity vs demand • In-house team performance	Support oversight of front line staffing delivery.

Dashboard Area	Key Items Covered	Purpose
Resident & Community Dashboard	• Concerns tracking • Resident communications activity • Breaches / ASB cases • Engagement activity	Provide visibility of resident experience and issues
Risk & Programme Dashboard	• Detailed risk register • Risk mitigation tracking	Monitor strategic and operational risks

All processes will review and where appropriate adopt the KPI's listed in the Altair report. Where specifically not adopted, the BEO will provide reasons they were not included or changed.

Prepared by:
Daniel Sanders



Director of Property and Estate Management – Barbican

For and on behalf of the Barbican Estate Office

Estate Management Policy Framework & Delivery Programme

Purpose of this Paper

This paper sets out a structured approach to developing a suite of core estate management policies, aligned to the existing Repairs and Maintenance Policy**.**

The objective is to:

- Create a consistent policy framework across all estate functions
- Support operational efficiency and management in the BEO
- Ensure clarity, accountability, and transparency for residents and stakeholders
- Establish a phased delivery programme, with each policy developed over a 2–3-month period

The Repairs Policy provides the template model, including:

- Defined responsibilities
- Service standards
- Communication principles
- Governance and oversight structures

Strategic Approach – Policy Matrix Framework

Rather than standalone policies developed in isolation, the estate will adopt a Policy Matrix Framework, where each policy:

- Follows a consistent structure
- Aligns to shared principles (accountability, transparency, value for money)
- Links operational delivery to governance and reporting
- Includes KPIs, escalation routes, and review cycles
- Core Structure (replicated across all policies)

Each policy will include:

- Purpose and scope
- Roles and responsibilities
- Service standards
- Operational processes
- Communication approach
- Escalation and complaints
- Performance monitoring (KPIs)
- Governance and review

This mirrors the structure already successfully implemented in the Repairs Policy.

Proposed Policy Suite

The following policies are proposed as the core estate management framework:

i.) Service Charge Finance Policy

Purpose- To establish transparent, controlled, and compliant financial management of estate costs.

Key Areas:

- Budget setting and forecasting
- Service charge structure and cost recovery
- Financial controls and authorisation thresholds
- Section 20 consultation approach
- Reporting to residents
- Audit and assurance

ii.) Governance & Decision-Making Policy

Purpose – To define how decisions are made, approved, and scrutinised.

Key Areas:

- Roles of officers, committees, and working groups
- Delegated authority structure
- Decision-making thresholds

- Reporting lines and accountability
- Compliance with Landlord and Tenant Act 1985 including, consultation, and leaseholder rights
- Clear structure for engagement with leaseholders and recognised resident groups, with defined roles, consultation processes
- Documented and auditable decision-making, with clear delegation, recorded approvals, and alignment to lease, financial, and legal obligations
- Consistent management of stakeholder groups (leaseholders, tenants, associations), ensuring fairness, transparency, and controlled escalation routes

**This policy will be developed and supported with the outcomes of the already in train governance review.

iii.) Health & Safety Management and Compliance Policy

Purpose - To ensure the estate meets all statutory and regulatory obligations.

Key Areas:

- Compliance framework (fire, asbestos, water, etc.)
- Risk assessments and inspections
- Incident reporting and escalation
- Contractor compliance
- Audit and assurance

Resident Communication, Engagement & Community Policy

Purpose - To define how the estate communicates with and involves residents.

Key Areas:

- Communication channels and standards
- Response times and service expectations
- Resident engagement mechanisms
- Feedback and survey processes
- Transparency and reporting

iv.) Estate Security & Anti-Social Behaviour (ASB) Policy

Purpose - To manage estate safety, security, and behaviour-related issues.

Key Areas:

- Security arrangements (CCTV, access control, patrols)
- ASB definitions and thresholds
- Reporting and response process
- Enforcement and escalation
- Partnership with police / authorities

v.) Community Standards, Rules & Enforcement Policy

Purpose - To set clear expectations for resident behaviour and estate use.

Key Areas:

- Estate rules (noise, waste, pets, use of common areas)
- Breach identification and evidence
- Enforcement process
- Escalation pathways
- Legal and lease-based enforcement

Delivery Programme & Prioritisation

Policies will be developed in a phased programme, recognising capacity and importance.

Phase 1 – Critical Foundations (0-3 months)

- Health & Safety Management and Compliance
- Service Charge Finance

Phase 2 – Governance & Control (3-6 months)

- Governance & Decision-Making (we should have the CRS report by this time).
- Resident Communication & Engagement

Phase 3 – Community & Enforcement (6-12 months)

- Estate Security & ASB
- Community Standards & Enforcement

Phase	Policy	Timeline
Phase 1	Health & Safety	Months 1–3
	Service Charge Finance	Months 1-3
Phase 2	Governance	Months 3-6
	Communication & Engagement	Months 3-6
Phase 3	Security & ASB	Months 6-12
	Community Standards	Months 6-12

Key Principles Across All Policies

To ensure consistency, all policies will adopt the following principles (aligned with the Repairs Policy):

- Clarity and transparency
- Defined responsibilities
- Consistent service standards and KPI management
- Resident-focused communication
- Strong financial control and value for money
- Clear escalation and accountability

Governance & Oversight

Each policy will be:

- Reviewed at RepCom, RCC and approved through the Barbican residential Committee
- Subject to regular review (every 2 years or as required)

Performance will be monitored via:

- KPIs within each policy
- Resident feedback
- Audit and inspection

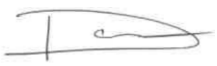
Policies will integrate into a single estate governance framework

Recommendation

The Reporting Committee is asked to:

- Endorse the development of the Estate Policy Matrix Framework
- Endorse the proposed policy suite and prioritisation
- Endorse the phased delivery programme
- Endorse alignment with the existing Repairs Policy structure

Prepared by:
Daniel Sanders



Director of Property and Estate Management – Barbican

For and on behalf of the Barbican Estate Office

Compliance Report Q4 25/26

On behalf of
Department of Community and Children's Services



Prepared by
Daniel Castle
(data supplied by Compliance Team)
daniel.castle@cityoflondon.gov.uk
DATE: 21/04/2026

Contents

1.0 Dashboard 2

2.0 Breakdown 2

2.1 Gas Safety 2

2.2 Asbestos 3

2.3 Lifts 3

2.4 Water Hygiene 4

2.5 Fire Safety Systems 5

2.6 Electrical Safety 6

3.0 Data 7

4.0 Fire Risk Assessment Actions 8

1.0 Dashboard

Gas Safety		
Element	*End of Q4%*	*Trend*
Commercial Installations	100%	↔
CO Detection	100%	↔

Asbestos		
Element	*End of Q4%*	*Trend*
Communal Re-Inspections	100%	↔
Asbestos Management Plans	54%	↓

Lifts		
Element	*End of Q4%*	*Trend*
Passenger Lifts – LOLER	100%	↑
Immediate Defects	100%	↔
Timed Defects	100%	↔

Water Hygiene		
Element	*End of Q4%*	*Trend*
Legionella Risk Assessments	100%	↑
Cold Water Storage Tanks	93%	↑

Fire Safety Systems		
Element	*End of Q4%*	*Trend*
Fire Detection & Alarms (Block)	89%	↑
Fire Detection & Alarms (Domestic)	81%	↑
Extinguishers	100%	↔
Sprinklers	100%	↑
Signage	100%	↑
Lightning Protection	100%	↑
Dry Risers	100%	↑
Wet Risers	100%	↑

Electrical Safety		
Element	*End of Q4%*	*Trend*
Communal EICRs	100%	↔
Domestic EICRs	81%	↑
Emergency Lighting (3hr)	100%	↑
Emergency Lighting (Monthly)	100%	↑
Backup Generator	100%	↔
PAT Testing	100%	↑

2.0 Breakdown

2.1 Gas Safety

Current Position

Gas remains compliant with 100% compliance across all commercial gas installations and associated carbon monoxide (CO) detectors. There are no overdue statutory inspections due at the end of Q4.

Three boilers were classified as At Risk (AR) following inspections due to the flue termination positions not meeting manufacturer's instructions. This does not change the compliance status, as a Landlord Gas Safety Record may remain compliant where an AR appliance is appropriately managed.

Both affected locations are currently provided with battery-operated CO alarms. While compliant, this arrangement is no longer considered best practice and requires upgrading.

Changes Since Last Quarter

- Works pending commencement
- No change to statutory compliance status

Risk and Mitigation

The primary risk relates to legacy flue arrangements that do not meet manufacturer's instructions. Mitigations in place include:

- One boiler in Frobisher has been isolated and made safe in accordance with Gas Industry Unsafe Situations Procedure (GIUSP).
- Two boilers in the Barbican Estate Office have been isolated and made safe in line with GIUSP.

Actions for Next Quarter
- Replacement of flue in Frobisher
- Replacement of boiler at the Barbican Estate Office
- New hard-wire CO alarms to be installed in both boiler rooms

2.2 Asbestos

Current Position
Asbestos compliance is currently below target due to outstanding Asbestos Management Plans (AMPs) updates. All scheduled communal asbestos re-inspections have been completed.

Updates to the AMPs are currently in progress following the completion of the 2025 re-inspection programme. While this does not present an immediate risk, the AMP update backlog means the overall asbestos position is non-compliant until these are received.

Due to resourcing constraints and competing operational pressures, Eton Environmental has been granted a one-year extension on existing terms in line with the Delegated Authority process. A full tender exercise will be undertaken in late 2026, with a new contract intended to be in place by April 2027.

Changes Since Last Quarter
- No change to the asbestos re-inspections
- Increase in the number of outstanding AMP updates required
- No asbestos incidents or uncontrolled disturbances reported

Risk and Mitigation
The primary risk relates to a delay in the documentation being produced. Mitigations in place include:
- Valid and up-to-date asbestos survey information available for all common parts
- ACMs remain in stable condition with no material change in risk
- Interim controls in place through existing AMPs and contractor awareness
- Front-line staff within the Barbican Estate Office have completed UKATA Asbestos Awareness training.
- AMP updates are being prioritised based on risk.

Actions for Next Quarter
- Complete outstanding AMP updates.
- Continue routine monitoring and re-inspection scheduling
- Maintain interim contract arrangements with the current supplier, with asbestos management services to be tendered in 2027.

2.3 Lifts

Current Position
Lifts remain fully compliant with 100% compliance across all passenger lifts at the end of Q4. All LOLER inspections are in date, and there are no outstanding defects.

Changes Since Last Quarter

- LOLER compliance has been maintained within the range of 98% to 100%, reflecting periods where some lifts were out of service.
- One new defect identified in February
- All identified defects closed within required timeframes

Risk and Mitigation

Residual risk associated with lifts remains low. Mitigations still in place include:

- LOLER inspections undertaken through CoL insurance arrangements
- Compliance data and inspection records maintained through BES portal
- Weekly performance meetings with BES.
- Monthly performance meetings with Kleemann.

Actions for Next Quarter

- Maintain LOLER inspection and defect management regime
- Continue monitoring compliance

2.4 Water Hygiene

Current Position

A new water hygiene contractor (TDK M&E) is now in place and operational across the estate. The contractor is undertaking the required monthly, quarterly and annual inspections, testing and planned preventative maintenance for the estate's water storage systems.

All Legionella Risk Assessments (LRAs) were completed and in date at the end of Q4 25/26. However, overall compliance remains below target due to outstanding Cold Water Storage Tank (CWST) inspections. This is being addressed by the new contractor, and the position is expected to return to full compliance by the end of May 2026. Asset verification and visual inspections have been completed, with no immediate concerns identified.

There are no identified high-risk systems, and no legionella related incidents have been reported.

Changes Since Last Quarter

- New supplier mobilised
- Improved inspection and maintenance regime in place
- Maintained compliance levels throughout demobilisation and mobilisation period
- No water hygiene incidents or adverse sampling results reported
- Asset verification and visual inspections completed.
- Finalised validation of inspection records and associated compliance data.

Risk and Mitigation

The primary risk at the end of Q4 remains incomplete CWST inspection coverage, resulting in a temporary shortfall in overall compliance. This is now being addressed through the mobilisation of the new contractor and the implementation of an improved inspection and maintenance regime. Mitigations in place include:

- All LRAs completed and in date
- Improved inspection and preventative maintenance regime in place
- No immediate concerns identified during asset verification and visual inspections
- No known high-risk systems
- Interim controls maintained through existing water hygiene arrangements

- No water hygiene incidents or adverse sampling results reported

Actions for Next Quarter
- Bring all outstanding CWST inspections up to date and return the service to full compliance.
- Embed the new contractor's inspection and maintenance regime across the estate.
- Complete and implement Legionella Management Plans.
- Maintain routine monitoring and assurance of water hygiene compliance.

2.5 Fire Safety Systems

Current Position
We have seen a significant improvement in fire safety compliance in Q4 25/26. The principal remaining issue relates to block fire detection and alarm systems, due to the age and complexity of the systems, although our contractor performance has improved and further improvement is expected, with block fire detection systems projected to reach 100% compliance by the end of May 2026. We also now hold the relevant asset data for the domestic smoke alarms due to our EICR programme and will have these fully compliant at the end of Q1 26/27.

Changes Since Last Quarter
- Significant improvement across the board
- Block fire detection and alarm system compliance improved from 56% end of Q3 to 89% end of Q4.
- Sprinkler testing achieved 100% compliance
- Signage survey achieved 100% compliance
- Lightning protection achieved 100% compliance
- Wet riser testing maintained 100%; the February result reflected a data issue rather than an operational issue.
- Asset verification for Automatic Opening Vent systems has been completed and are now under Sureserve Compliance Fire's contract and are expected to be fully compliant by the end of Q1 26/27
- Domestic smoke alarm compliance improved from 38% in January to 81% in March; further remedial works are required to achieve full compliance by end of Q1 26/27

Risk and Mitigation
Specific risks include:
- Incomplete inspection and servicing of fire detection and alarm systems
- Outstanding inspections of automatic opening vent systems following the transfer from in-house provision to an external contractor
- Incomplete compliance across domestic smoke alarms, with remedial works still required to achieve full compliance.
- Data quality and assurance risks where reported compliance does not reflect operational performance, as seen with the February wet riser position.
- Significant issues with Wet Risers were identified during inspections. A programme for the replacement of the wet riser heads went to MWPB in November 2025. Asbestos issues were identified, which has required alternative solutions to be developed

Mitigation measures in place include:
- Block fire detection and alarm systems still being closely monitored, with compliance expected to hit 100% end of May 2026
- A remedial works programme remains in place for domestic smoke alarms, with priority works being progressed to achieve full compliance by the end of Q1 26/27
- Automatic Opening Vent systems have now been added to Sureserve Compliance Fire's contract and asset verification has been completed. Expect full compliance end of Q1 26/27

- Pre inspections ongoing to progress Wet Riser remedial works

Actions for Next Quarter

- Work with contractor to achieve 100% compliance across block fire detection and alarm systems and continue targeted performance management with the contractor
- Progress all remaining domestic smoke alarm remedial works to achieve full compliance by the end of Q1 26/27
- Confirm the full asset list and inspection status for Automatic Opening Vent (AOV) systems, and complete inspection and servicing by end of Q1 26/27
- Progress the wet riser head replacement programme, including resolution of asbestos-related constraints and agreement of the revised delivery solution.
- Maintain compliance at 100% across sprinklers, signage, lightning protection, extinguishers, dry risers and wet riser testing.

2.6 Electrical Safety

Current Position

Electrical safety is partially compliant, with compliance below the 95% threshold due primarily to incomplete domestic EICRs and outstanding positions on UPS inspection and servicing and vehicle charging points.

Non-compliance is mainly driven by:

- Domestic EICR
- Uninterruptible Power Supply (UPS) inspection and servicing
- Vehicle charging points

Communal block EICRs remain compliant at 100%, emergency lighting testing is now fully compliant, PAT testing is fully compliant, and no reported electrical incidents have been received.

Changes Since Last Quarter

- Domestic EICR compliance improved from 38% end of Q3 to 81% end of Q4 25/26 and will be fully completed end of Q1 26/27
- Emergency lighting compliance improved to 100% for both the 3-hour test and monthly function testing.
- PAT testing achieved 100% compliance.
- Uninterruptible Power Supply and central back-up systems asset verification has been completed and are now under Sureserve Compliance Fire's contract and are expected to be fully compliant by the end of Q1 26/27
- New supplier on board for Electrical Vehicle charging points. New EV charging points to be installed estate wide by end of Q3 26/27.

Risk and Mitigation

Specific risks include:

- Incomplete Domestic EICRs, pending completion of the programme
- Outstanding inspection and servicing arrangements for UPS systems
- Outstanding inspection, servicing and/or replacement arrangements for vehicle charging points

Mitigations in place include:

- Domestic EICR compliance improved significantly and will be completed by end of Q1 26/27.
- Emergency lighting testing is now fully compliant.

- PAT testing is fully compliant
- Uninterruptible Power Supply and central back-up systems asset verification has been completed and are now under Sureserve Compliance Fire's contract and are expected to be fully compliant by the end of Q1 26/27
- New supplier on board for Electrical Vehicle charging points. New EV charging points to be installed estate wide by end of Q3 26/27.

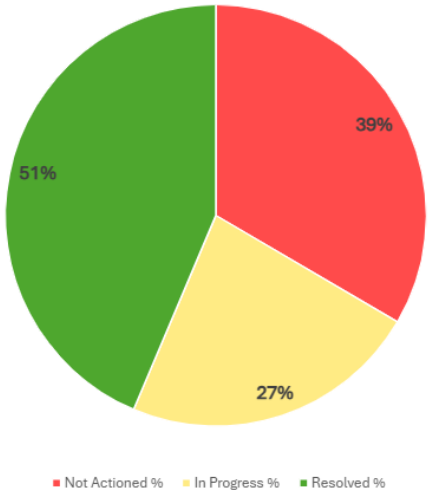
Actions for Next Quarter

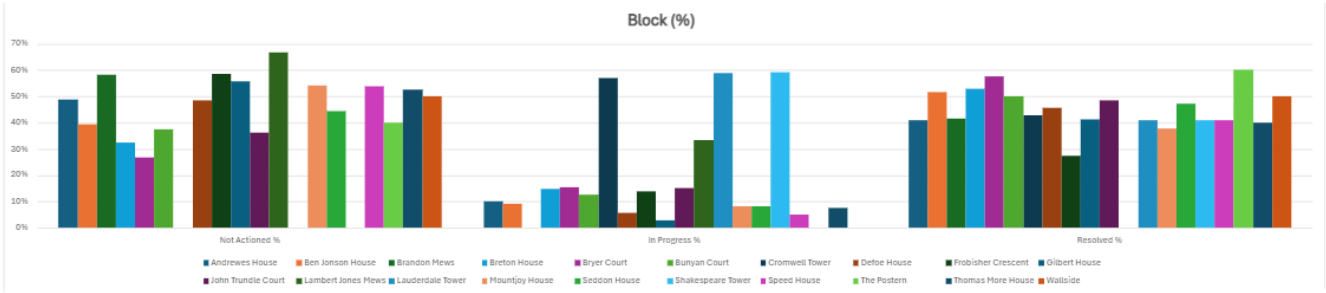
- Complete the domestic EICR programme and achieve full compliance by the end of Q1 26/27
- Replace and recommission vehicle charging points under the new contract
- Confirm the full asset list and inspection status for Uninterruptible Power Supply and central back-up systems, and complete inspection and servicing by end of Q1 26/27

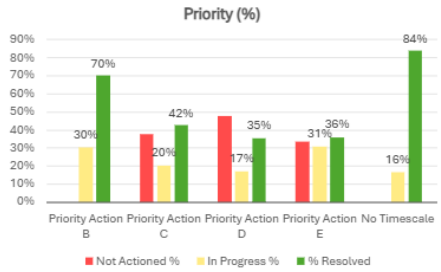
3.0 Data

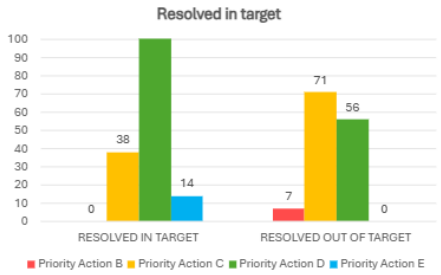
Category	Type	Total Assets or Actions	% Compliant Jan	% Compliant Feb	% Compliant Mar
Gas	Gas Commercial Installation	2	100%	100%	100%
	Commercial CO Detection	2	100%	100%	100%
Asbestos	Communal Re-inspection	26	86%	94%	100%
	Asbestos Management Plan	26	57%	54%	54%
Lifting Equipment	Passenger Lifts LOLER	81	99%	98%	100%
	Passenger Lift - Immediate (defects)	Varies	100%	100%	100%
	Passenger Lift - Timed (defects)	Varies	100%	100%	100%
Fire Risk Assessments	FRA (Block)	21	29%	38%	100%
	High Risk FRA Actions	17	Reviewed Quarterly	Reviewed Quarterly	100%
	Medium Risk FRA Actions	508			63%
	Low Risk FRA Actions	313			45%
	No Severity / Recommended	43			100%
Fire Equipment	Domestic Smoke alarms (Mains & Battery)	44	38%	68%	81%
	Fire Detection Systems and Alarm Systems (Blocks)	9	78%	78%	89%
	Extinguishers (PFE)	17	100%	100%	100%
	Automatic Opening Vent	TBC	N/A	N/A	N/A
	Sprinklers System (Quarterly)	7	100%	100%	100%
	Signage Survey	22	89%	100%	100%
	Lightning Protection System	16	88%	88%	100%
	Dry Risers (Pressure Test)	13	100%	100%	100%
	Wet Riser System Service	3	100%	2%	100%
Electrical	EICR Communal Installation (Block)	21	100%	100%	100%
	EICR Domestic Installation (CoL Owned Property)	44	38%	68%	81%
	Emergency Lights (3Hr Test)	18	83%	83%	100%
	Emergency Lights (Monthly F/Test)	18	78%	94%	100%
	Emergency Backup Generator	7	100%	100%	100%
	Uninterrupted Power Supply	TBC	TBC	TBC	TBC
	Vehicle Charging points (Car Park)	TBC	TBC	TBC	TBC
	PAT Test (Office CPA/Conciergerie)	11	100%	100%	100%
Water	Legionella Risk Assessment	22	32%	32%	100%
	Cold Water Storage Tanks	271	93%	93%	93%

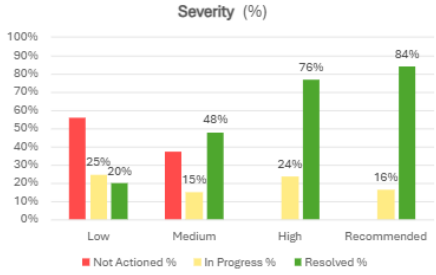
4.0 Fire Risk Assessment Actions











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Committee(s): Residents Consultation – For Information Barbican Residential – For Information	**Dated:** 29 June 2026 22 July 2026
Subject: Major Works Program Board	**Public**
This report: Provides the Major works Program Board updates	The report includes information on the Barbican Major works Program Board
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	**For Information**
Report author: Dan Sanders	

Purpose of Report

This report provides Members with an overview of the work undertaken by the Major Works Programme Board during the current reporting period.

The Board's primary focus has been the continued development of the Barbican Estate's long-term capital investment strategy, including the refinement of the 30-Year Major Works Programme and oversight of key projects within the programme. Particular attention has been given to balancing the need for investment in ageing infrastructure with affordability considerations, resident impact and the long-term sustainability of the Estate.

Recommendations

Members are asked to:

- Note the work undertaken by the Major Works Programme Board during the reporting period.
- Note the progress made on the Tower Lift Refurbishment Project and associated lift reliability improvement works.
- Support the continued development and implementation of the Major Works Programme.

Main Report

1. Development of the 30-Year Major Works Programme

The Board has continued to oversee the development of a comprehensive 30-Year Major Works Programme covering building fabric, mechanical and electrical infrastructure and major asset replacement requirements across the Estate.

Current high-level modelling indicates that the programme represents an investment requirement of approximately £261 million over the 30-year period, although this figure will continue to be refined as projects progress through survey, design and procurement stages.

The programme provides an important strategic framework for future investment, enabling works to be prioritised, sequenced and coordinated to minimise disruption, smooth expenditure profiles and support the long-term sustainability of the Estate. The Board has placed particular emphasis on ensuring that investment decisions are evidence-led and informed by condition data, operational requirements and resident considerations.

Tower Lift Refurbishment Project

The Board has continued to receive regular updates on the Tower Lift Refurbishment Project, one of the most significant projects currently within the Major Works Programme.

The project is progressing through the procurement phase and is currently mid-tender. Officers are undertaking a detailed evaluation of submissions, with a particular focus on ensuring that the preferred solution delivers the required quality, technical expertise and long-term value whilst remaining within the approved budget envelope. Subject to completion of the evaluation process, it is anticipated that an appointment recommendation will be brought forward shortly, enabling the project to move into its next stage of development.

The refurbishment of the tower lifts remains a critical project for the Estate, responding to the age and condition of the existing lift infrastructure and ensuring that these important assets remain reliable, safe and capable of meeting residents' needs for decades to come.

Lift Reliability and Interim Electrical Repair Programme

Alongside the Tower Lift Refurbishment Project, the Board has also considered the growing challenges associated with lift reliability across the terrace blocks. Many of the electrical control systems serving these lifts have now exceeded their intended design life and are becoming increasingly difficult to maintain due to obsolete components, supply chain constraints and prolonged repair times.

To address these immediate challenges, officers have developed proposals for a Lift Electrical Repair Framework which would provide a targeted programme of electrical component replacement to improve reliability in the short to medium term while the longer-term lift modernisation programme is developed. The proposed approach focuses on replacing the most failure-prone electrical systems whilst retaining serviceable mechanical components, providing greater resilience for residents and reducing the risk of prolonged outages.

The Board supports this pragmatic approach, recognising the importance of maintaining lift reliability for residents whilst longer-term investment plans are progressed.

Financial Implications

The current estimated value of the 30-Year Major Works Programme is approximately £261 million. These figures remain indicative and will continue to be refined as projects progress through further survey work, design development and procurement activities.

Detailed financial implications for individual projects will continue to be reported through the appropriate governance processes as schemes develop.

Risk Implications

The Board's work supports the mitigation of several key strategic risks, including:

- Deterioration of ageing building fabric and infrastructure.
- Non-compliance with evolving building safety and regulatory requirements.
- Increasing asset failures and service disruption.
- Reactive maintenance costs.
- Affordability pressures associated with large-scale capital investment.

The development of a structured long-term investment programme provides a proactive framework for managing these risks and supporting informed decision-making.

Conclusion

The Major Works Programme Board continues to make good progress in establishing a strategic, evidence-led approach to the long-term maintenance and renewal of the Barbican Estate.

Alongside the continued development of the 30-Year Major Works Programme, progress is being made on key projects including the Tower Lift refurbishment Project and measures to improve lift reliability across the wider Estate. The Board remains focused on balancing resident needs, affordability, operational resilience and asset stewardship to ensure that the Estate remains safe, sustainable and fit for future generations.

Members are invited to note the work undertaken and the progress made across the Major Works Programme during the reporting period.

Dan Sanders
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Outstanding and Completed Action Points

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
2022/01	Nov 22	**Lambert Jones Roof:** Leaseholders met with AD in December 24 and contracts manager is currently working with the incoming waterproofing contractor (Elkins) to establish a plan.	D Sanders E Doyle **via MWPB**	01-Apr-2025	01-Jun-2026	Apr -25 Now Elkins have been onboarded the HOPS will be undertaking this review as a priority. Nov-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. To be completed by June 2026. April 26 - the plan has been established via the PPM program and therefore this action is proposed closed.
2023/02	04/09/2023 (Minute 9)	**Barbican Estate Redecoration Programme 2020-25:** It was noted at the SLWP there was still some work to be done and the action was for Dan Castle and Dan Sanders to pro-actively reach out to all chairs and create a final snagging document to be presented to committee in May 2025.	D Sanders D Castle **via SLWP**	31-May-2025	30-Nov-2025	Apr -25 Dan, Dan and Eion have made good progress with Willoughby House with a written and established plan. There have also been further progression on Gilbert House, we acknowledge a more holistic review to capture all outstanding actions still needs to take place post contract as well as a review of project management funding. Sep-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. Nov-25 The "wash up" finance report has now been prepared, it has not been scrutinised enough to bring to this RCC/BRC but will be in time for February 2026. Jan-26: The "wash up" finance report has now been prepared, it has not been scrutinised enough to bring to this RCC/BRC but will be in time for April 26. The interim report is coming to the April 26 RCC/BRC and the close out report is due in the June meetings. As this is captured, the action is proposed closed.
2023/03	04/09/2023 (Minute 10)	**Barbican Estate Major Works Five-Year Asset Management Programme:** The new Head of Property Services alongside the contracts manager have been tasked with producing a 25- year capital expenditure plan which will have a detailed focus on the next 5 years and a longer term assessment of the remainder. We are working with the MWPB to deliver this in Summer 25. It will enable better planning for the BEO and it will be published to support leaseholders personal financial planning.	D Sanders E Doyle **via MWPB**	01-Sep-2025	30-Nov-2025	Apr -25 In progress Aug 25 - in progress and first draft presented to MWPB for 5 year plan. The RCC/BRC will receive a copy of the report in November committee packs. Nov-25 The plan is within the agenda pack for this meeting (Nov-25) Jan-26: The resident facing versions will be prepared for the April 26: The CapEx plans is within the agenda pack for April and therefore we propose the action is closed.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
2024/04	25/04/2024 (Minute 13)	**Antisocial Behaviour on the Barbican Estate:** The Executive Director agreed to investigate whether the policy for HRA properties could be applied to the Barbican Estate.	D Sanders	28-Apr-2025	01-Apr-2026	Apr -25 The Assistant Director, Barbican advised the Committee that the Anti-Social Behaviour Report and Asbestos Report shall be submitted to the RCC in Q3, April 2025. Aug-25 The Committee that the Anti-Social Behaviour Report shall be submitted to the RCC in Q4, 2025. Nov-25 This work had 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. Jan-26: The deadline for the anti-social behaviour policy was deferred to 2nd quarter of 2026. April 26 - the HRA policy is not appropriate to be directly applied to the Barbican Estate and therefore the BEO will continue to review a dedicated ASB strategy but this specific action can be closed.
2024/05	25/11/2024 (Minute 3)	**Barbican App:** The status of the Barbican App to be included in the action tracker also and further details regarding the number of residents on the mailing list to be incorporated	D Sanders	28-Apr-2025	30-Nov-2025	Apr -25 We have delayed the launch of our Barbican App due to resource constraints impacting the project. We are now strategically timing the launch with the issuing of our new communication strategy. We anticipate this will be within the next 6-8 weeks. Aug-25 - a large part of the app function was around the ability to report and track repairs. As the way we deal with repairs is about to fundamentally change the launch of the app has been subsequently delayed. 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 successful conversations. 3/11/25: Minutes "Regarding the Barbican App (action 5), it was confirmed that the Head of Resident Services was now overseeing this work and that the BEO were still committed to delivering the app to residents by April 2026." Jan-26: We are piloting in TMH at the end of January with a view to roll out estate wide late fFb/early march (see director report for detail). Apr 26 - The App is launching on 20th April 2026 and we have communicated on when and how residents

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
2024/07	02/09/2024 (Minute 13)	**Asbestos:** The Assistant Director confirmed that a full report would be brought to Committee at a future meeting detailing costs and who was liable for them and how this project affected other ongoing projects on the Barbican Estate most particularly the fire door replacements programme and meter installations.	D Sanders **via MWPB**	01-Jan-2025	30-Nov-2025	Apr -25 Following on from the issues reported in Sep 2024 the BEO are reviewing, under urgency, what works need to be done and the associated timeframes of the same. Aug-25: Following on from the issues reported in Sep 2024 the BEO are reviewing, under urgency, what works need to be done and the associated timeframes of the same. Nov-25: Please see project tracker. Apr-26: This action related specifically to a previous report that identified £2million of asbestos works which we have since assessed in detail and is no required following our Asbestos management plan, we propose this action is closed but a new action is opened specifically to track progress on smart meter upgrades across the Estate.
2024/08	25/11/2024 (Minute 4)	**Repair Invoices:** Asked if leaseholders would receive an invoice for any repairs undertaken and the Assistant Director would review if this was possible to ensure positive collaboration with leaseholders continued.	D Sanders **via RepCom**	01-Jan-2025	30-Nov-2025	Apr -25 The Committee were advised that work was being undertaken with a new contractor and report on how this would work in practice was expected to be brought to Committee at a later date. Report within agenda pack for this meeting. Aug-25 - again following the withdrawal of Chigwell the way we collate and present this information will fundamentally change. In the meantime if members have specific invoice queries they can make an Ad-Hoc request. 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. Jan-26: All repairs reports are now up to date and issued to House Group Chairs. 26/1/26: Minutes "The Chair of the SLAWP noted the action on repair invoices (action 8) that remained outstanding. The action questioned whether leaseholders would receive an invoice for any repairs undertaken. The Director agreed to check and bring a response to the next Committee meeting." Apr-26 - This is still being reviewed in terms of practicality.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
2024/10	25/11/2024 (Minute 7)	**Purchase Power Agreement:** The Member asked if credit(s) attributed to non-residential blocks were used to offset estate expenditure and officers agreed to investigate further and provide clarity to Members on which switch rooms had been credited.	D Sanders **via RepCom**	01-Apr-2025	30-Nov-2025	Apr -25 The Purchase Power Agreement (PPA) non-consumer blocks were still being assessed. Aug-25: This is still being reviewed. Nov-25 The Purchase Power Agreement (PPA) non-consumer blocks were still being assessed. This is still being reviewed.Apr-26 Director can confirm non block related credits offset their origin power supply (if it supplies the car park it is credited to the car park). Proposed closed.
2024/12	25/11/2024 (Minute 16)	**Apportionment Review:** Officers confirmed that an apportionment review shall be incorporated, and its findings shall be reported back to the Committee.	D Sanders **via SCWP**	01-Dec-2025	02-Dec-2025	Apr-25 The Apportionment Review of Service Charges would be undertaken in consultation with the Service Charge Working Party Nov-25: Commitment is noted in the Property Director Report within this agenda pack Apr-26 - a scope document has been produced and will be discussed at the next SCWP.
2025/13	03/02/2025 (Minute 5)	**Repair Orders:** A Member noted that the report on repairs orders showed that there were five houses in one quarter which had significantly more orders than the rest. The Assistant Director agreed to follow up outside of the meeting but recognised that there were various reasons why certain blocks may have disproportionate orders.	D Sanders **via SLAWP**	01-Aug-2025	30-Nov-2025	Apr -25 Review to take place with SLWP prior to August RCC/BRC. Nov-25: All repairs data has now been shared with House Chairs and SLWP. Apr - 26 - These have been reviewed in detail and no abnormal expenditure has been identified. Proposed Closed.
2025/22	28/04/2025 (Minute 7)	**Repairs & Maintenance Update:** Members felt that it would be more helpful for the following areas to be mentioned explicitly in the principles committed to by the BEO, by which the current repairs and maintenance contract would be managed: • ensuring there was no charge for duplicate repairs • ensuring that the repairs process was compliant with statutory obligations, including Section 20 consultation requirements • ensuring there were no charges to leaseholders which should rightfully be the Landlord's Members also suggested that there should be clarification at the outset of any works as to whether the costs would be included in the service charge or not. Officers agreed to expand the list and also undertook to update the reference to carrying out works in a 'timely manner' so that this provided more precise information on timings.	D Sanders **Via RepCom**	01-Sep-2025	30-Nov-2025	Aug -25 These will be published to leaseholder with amendments in October 25. Nov-25: Paper within agenda pack. 3/11/25: Minutes "The Director agreed to ensure that the Repairs and Maintenance principles (action 22) were updated and publicised to leaseholders." Jan-26: Update within agenda pack Apr-26: These have been included in the repairs policy report and this action is proposed closed.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
2025/23	28/04/2025 (Minute 9)	**Tower Lifts Projects:** Members noted that the project had repeated a previous exercise (and had come to similar conclusions). Officers advised that they felt the review had been necessary, but would discuss the areas of duplication with the Resident Steering Group. 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**			Nov-25: Will Roberts has taken ownership and held meetings with the working group alongside Eoin Doyle and things are progressing well. The tender docs for consultants are being drawn up. Apr-26: we have reviewed the work originally done by Butler and Young and it was a lot less extensive and expensive as the complete review ILECS did. As such we do not believe there is duplication or excessive costs to leaseholders - proposed closed.
2025/24	28/04/2025 (Minute 9)	**Lifts Projects:** A report on the terrace lifts would be brought to the Committee in September, incorporating the lessons learnt from the tower lift project. 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**			Aug- 25 paper within agenda pack. Nov-25: Propose Closed as reports have been issued. Apr-26: these were issued to House Chairs in 2025 and the action is propsoed closed.
2025/29	02/09/2024 (Minute 6)	**Fire Doors:** There was some confusion as to which doors were going to be replaced with the Assistant Director confirming that it was both the doors and the units surrounding the doors which shall be replaced. However, the Assistant Director was unsure whether the windows beside the Fire Doors situated in Andrews House and similar blocks would be replaced and agreed to investigate and provide an update at the next meeting. The Assistant Director agreed to liaise with the Project Manager to identify which doors shall be self-closing since a Member highlighted a potential security risk.	D Sanders **via MWPB**		03-Nov-2025	Nov-25: See Project Tracker.Apr-26: The Fire door project for the towers will only include the doors not the removal of asbestos in the adjacent cupboards as it is not a requirement under the BSA. This will be assessed for every block as they progress to ensure it is safe and appropriate for each individual block. Proposed closed.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
2025/30	3/11/25 (Minute 6)	**Gap Analysis Report:** The Director agreed to provide a gap analysis report in respect of the Reporting Committee agenda plan after the end of the year	D Sanders **Via RepCom**			Jan-26: The SCWP happened on the 13th January and was positive. The report for the 26/27 budget is in this committee pack and provides a much more granular breakdown than previous years. 26/1: Minutes "the Director reminded the Committee that he had committed to producing a gap analysis between the agenda plan and the actual Reporting Committee discussions. He would provide this to the April 2026 Committee meeting, together with the future agenda planning." Apr-26: Owing to other commitments this has not been delivered at the April 26 meeting but will be picked up for the June meeting.
2025/31	3/11/25 (Minute 8)	**2024/25 Barbican Estate Service Charges Actuals:** The figures would be circulated to leaseholders after they had been approved by the Barbican Residential Committee.	D Sanders			Apr-26: This was actioned and is now proposed closed.
2025/32	3/11/25 (Minute 8)	**Window Cleaning:** In terms of charging for window cleaning, the Director advised that the current contractor had itemised the charging for each block, whereas previously the total contract costs had been apportioned by the BEO. He agreed to provide an explanatory report to a subsequent meeting.	D Sanders **Via RepCom**			Apr-26: The explanatory report has not been prepared for the April meeting, this action will remain open and the update provided in June 26.
2025/33	3/11/25 (Minute 8)	**Meter Readings:** A Member noted that residents of some terraced blocks had to ask the BEO to read their electricity meter. The Director thought that it would be charged to the relevant block and agreed to check the cost of this and whether it appeared in the service charges.	D Sanders **Via RepCom**			Apr-26 - There is a charge of £1 per meter read that is billed back to the block service charges. Proposed closed.
2025/34	3/11/25 (Minute 10)	**Service Charge Audit:** The Director would advise when the annual audit of service charges became a statutory requirement	D Sanders			26/1: Minutes "A Member noted his previous request concerning the statutory obligation to conduct audits. The Director advised he had no further update but would follow this up and provide an email response outside of the meeting." Apr-26: We have scoped the terms of reference for an audit and issued expressions of interest to various firms and are awaiting feedback.
2025/35	3/11/25 (Minute 11b)	**House Inspections:** The Director advised that a schedule of inspections would be prepared and circulated to the House Chairs for review.	D Sanders **Via RepCom**			Apr-26 - This has been provided and the action is proposed closed.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
2025/36	3/11/25 (Minute 11b)	**Organisational Chart:** The Director agreed that the Organisation Chart should be amended to reflect that a team within DCCS handle the tracking of the BEO complaints; he would also advise the Service Charge Working Party of the cross charge for this service.	D Sanders **Via RepCom**			Apr-26 - This is reflected in the new organisational chart within the pack - at the next SCWP we will provide costings and then propose action closed.
2026/01	26/01/26 (Minute 7)	**Planned Preventative Maintenance (PPM) Schedule :** Members welcomed the PPM Schedule, but noted that some maintenance was described as “ad-hoc”. The Director advised that, once the relevant procurements had been completed, there would be a named responsibility for each PPM requirement. The report had been updated since its preparation and would be circulated to Members in February 2026	D Sanders **Via RepCom**			Apr-26 - We are making amendments to also include where services are coming in-house and will provide a final version in the Summer meeting for publication to all leaseholders.
2026/02	26/01/26 (Minute 7)	**Tenants of the City of London:** The Chair noted that the schedule of PPM requirements highlighted whether they related to residential blocks, car parks or the BEO. She requested that requirements that related solely to tenants of the City of London be similarly differentiated in the PPM Schedule and other documents, as appropriate.	D Sanders **Via RepCom**			Apr-26 - We are making amendments to also include where services are coming in-house and will provide a final version in the Summer meeting for publication to all leaseholders.
2026/03	26/01/26 (Minute 7)	**Compliance Report:** The Chair was pleased to see that forward actions had been included in the Compliance Report and asked the Director to provide timeframes for these to enable expectations regarding progress to be understood.	D Sanders **Via RepCom**			Apr-26 - these will be incorporated in the compliance report that comes in June 26 and then proposed closed.
2026/04	26/01/26 (Minute 7)	**Project Criteria:** A Member asked for the criteria used when designating work to be undertaken as a project (and its inclusion in the project tracker).	D Sanders **Via MWPB**			Apr-26 - The MWPB is currently coming up with criteria for a "project" is. We will bring back to RCC for review and BRC for approval once we have a rationale.
2026/05	26/01/26 (Minute 7)	**Glossary:** the Director agreed to ensure that a glossary was included in future.	D Sanders			Apr-26 - these will be incorporated in the compliance report that comes in June 26 and then proposed closed.

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