

<p><b>Committee(s):</b> Barbican Residential Committee – For Decision</p> <p>Barbican Estate Residents Consultation Committee – For Information</p>	<p><b>Dated:</b> 17 February 2025</p> <p>3 February 2025</p>
<p><b>Subject:</b> Tower Lifts</p>	<p><b>Public</b></p>
<p><b>This proposal:</b></p>	<p>To provide approval for the ILECS (lift consultants) to write and tender a specification for lift replacement across the 3 towers.</p>
<p><b>If so, how much?</b></p>	<p>£75,000</p>
<p><b>Has this Funding Source been agreed with the Chamberlain’s Department?</b></p>	<p>Service Charge Contributions</p> <p>Lauderdale Towers £25k Shakespeare Tower £25k Cromwell Tower £25k</p>
<p><b>Report of:</b> The Executive Director of Community &amp; Children’s Services</p>	<p><b>For Information</b></p>
<p><b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate</p>	

### Summary

The lifts in the Barbican Estate have reached an obsolete state with many components dating back to 1973, despite partial modernisations in 2000.

Detailed assessments commissioned by the committee highlight significant deficiencies, including non-compliance with modern standards, deteriorating components, and increasing maintenance costs. A full capital replacement is the optimal solution to address these issues holistically.

To balance financial impact, we propose spreading the cost over two financial years for leaseholders. Additionally, only contractors offering open protocol systems will be considered to avoid proprietary lock-ins, ensuring flexibility and avoiding monopolistic maintenance pricing in the future.

The Assistant Director, Major Works Programme Board and lift consultant ILECS have all had input into this report which ultimately recommends full capital replacement of the tower lifts.

## **Recommendation(s)**

The Committee is asked to:

- Note the contents of the report.
- Approve the recommended expenditure of £75,000 (£25,000 per tower) draft the specifications and carry out the tender exercise.

## **Main Report**

### **Cost-Effectiveness of Full Replacement**

- Although the full replacement of lifts is more expensive upfront than modernisation (e.g., £2,575,000 for Cromwell Tower versus £1,675,000 for modernisation), it provides significant savings in the long term.
- Reduced maintenance costs due to new systems.
- Elimination of phased costs associated with continued repairs during modernisation.
- Avoidance of inflationary increases by addressing all lifts simultaneously.

### **Financial Impact on Leaseholders**

By spreading the costs over two financial years, we align with budget constraints and ensure the financial burden is manageable for residents while expediting necessary upgrades. This phased funding approach is especially important given the scale of investment across all three towers.

### **Quality Over Short-Term Cost Savings**

We plan to split the tender exercise into 2 assessments, quality & cost. Whilst some contractors may be Commercially attractive at the outset, we want to ensure we can mark quality ensuring we consider longer term value added which may drive ROI's, including:

- Increased durability and reliability of lift components.
- Reduced breakdowns and longer intervals between major maintenance activities.
- Enhanced resident satisfaction due to consistent operation.
- Cheap solutions may lead to higher unforeseen costs in maintenance and compliance adjustments.

### **Open Protocol Systems**

Full replacement will include tendering exclusively for open protocol systems, avoiding reliance on proprietary technology. This prevents monopolistic pricing for future maintenance and repair contracts, giving the Towers greater flexibility in contractor selection over time.

## Technical and Compliance Considerations

Full replacement ensures immediate adherence to all modern safety and accessibility standards, reducing the risk of mid-project non-compliance during modernisation.

Modern lifts will feature advanced control systems and safety mechanisms, enhancing reliability, energy efficiency, and accessibility for residents.

The existing lifts rely on outdated components, increasing the risk of mechanical failures and higher costs for sourcing replacement parts even after modernisation.

## Strategic Benefits

While there may be short-term disruptions during installation, the long-term benefits include a smoother and quieter lift operation with fewer breakdowns.

Full replacement eliminates risks associated with component deterioration during phased modernisation, ensuring consistent service levels across all lifts.

Completing replacements in a consolidated effort minimises administrative overhead compared to a phased project approach.

## Financial Overview

<b>Tower</b>	<b>Modernisation Cost (£)</b>	<b>Full Replacement Cost (£)</b>
Cromwell	1,675,000	2,575,000
Lauderdale	1,685,000	2,595,000
Shakespeare	1,685,000	2,595,000
<b>Total</b>	<b>5,045,000</b>	<b>7,765,000</b>

Spread £7,765,000 over two financial years (50% each year).

Proposed Implementation timeline:

### Year 1:

- Create the specification of works.
- Agree specification at Committee in May 2025.
- Tender agreed specification throughout Summer 2025.
- Evaluate tenders in late 2025/early 2026 and make budget provisions for 2026/27 and 2027/28

### Year 2:

- Carry out S20 consultation and collect funds.
- Replace 2 lifts per tower.

### **Year 3:**

- Collect funds for remaining lift(s)
- Replace final lift per tower.

### **Conclusion and Recommendation**

Full capital replacement of the lifts in Cromwell, Lauderdale, and Shakespeare Towers. While initially more expensive than modernisation, it offers long-term benefits in reliability, compliance, and financial efficiency. By prioritising quality contractors and open protocol systems, we secure cost-effective maintenance and operational independence over the lifecycle of the new lifts.

The committee are asked to approve the recommended expenditure of £75,000 (£25,000 per tower) draft the specifications and carry out the tender exercise.

### Appendices

- Appendix 1 - Lift A Shakespeare Tower – Asset Overview
- Appendix 2 - Lift B Shakespeare Tower – Asset Overview
- Appendix 3 - Lift C Shakespeare Tower – Asset Overview
- Appendix 4 - Lift A Cromwell Tower – Asset Overview
- Appendix 5 - Lift B Cromwell Tower – Asset Overview
- Appendix 6 - Lift C Cromwell Tower – Asset Overview
- Appendix 7 - Lift A Lauderdale Tower – Asset Overview
- Appendix 8 - Lift B Lauderdale Tower – Asset Overview
- Appendix 9 - Lift C Lauderdale Tower – Asset Overview
- Appendix 10 – Shakespeare Project Review Summary
- Appendix 11 - Lauderdale Project Review Summary
- Appendix 12 - Cromwell Project Review Summary

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