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| <b>Committees:</b><br>Barbican Estate Residents Consultation Committee ( <i>For information</i> )<br>Barbican Residential Committee [ <i>for decision</i> ]<br>Projects and Procurement Sub-Committee [ <i>for information</i> ] | <b>Dates:</b><br>1 September 2025<br><br>15 September 2025<br>04 September 2025 |
| <b>Subject:</b><br>Barbican Residential Estate Lift Refurbishment<br><br><b>Unique Project Identifier:</b><br>594                                                                                                                | <b>Gateway 2:</b><br><b>Project Proposal</b><br>Complex                         |
| <b>Report of:</b><br>Director of Community & Children's Services<br><b>Report Author:</b><br>William Roberts                                                                                                                     | <b>For Decision</b>                                                             |
| <h1>PUBLIC</h1>                                                                                                                                                                                                                  |                                                                                 |

## Recommendations

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

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## **Project Summary**

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

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

### **Options Appraisal**

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

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

### Resource Implications

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

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

### **Recommendation**

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

### **Appendices**

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

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|-------------------------|----------------------------------------------------------------------------------------------|
| <b>Report Author</b>    | William Roberts – Project Manager                                                            |
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