

Committees: Barbican Estate Residents Consultation Committee (<i>For information</i>) Barbican Residential Committee [<i>for decision</i>] Projects and Procurement Sub-Committee [<i>for information</i>]		Dates: 1 September 2025 15 September 2025 04 September 2025
Subject: Barbican Estate Roof and Balcony Renewal Programme Unique Project Identifier:	Gateway 2: Project Proposal Regular	
Report of: Director of Community & Children's Services Report Author: Graham Sheret		For Decision
<h1>PUBLIC</h1>		

Recommendations

1. Next steps and Requested decisions	<p>Approval track: 2. Regular</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Project Description: The project proposes a programme of work to replace end of life roof and balcony coverings on a phased basis based on condition. The Barbican Residents Consultation Committee have stated that the architect should be the same architect as will be used on the Barbican Windows Repairs Project so that designs are co-ordinated.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Appoint Design Team 2. Undertake surveys and develop works specification for the Phase 1 Works and make-up of future phases. 3. Gateway 3 / 4 Options Appraisal Report <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That the project is approved to progress to Gateway 3/4 (Options Appraisal) via the regular approval track.
--	--

	<p>2. That a budget of £765,000 is approved to reach the next Gateway (G3/4) for the Phase1 works.</p> <p>3. To note the total estimated cost of the Phase 1 capital works is estimated at circa £9,355,874 at this stage but will be determined at feasibility stage G1/2 with an overall project cost of £38,000,000. The project costs for each Phase will be refined again at gateway G3/4.</p>																				
2. Resource requirements to reach next Gateway	<p>Resources to reach the next Gateway (G3/4) are as follows:</p> <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 the new roof and balcony works to Ben Jonson House, Bunyan Court, Defoe House and The Postern and a new canopy for Brandon Mews informing the specifications for the works and to refine the cost forecasts.</td><td>Long Lessee contributions/ Barbican Res. Local Risk budget *</td><td>£665,000</td></tr><tr><td>Staff Costs</td><td>Project Management</td><td>Long Lessee contributions/ Barbican Res. Local Risk budget *</td><td>£100,000</td></tr><tr><td>Total</td><td></td><td></td><td>£765,000</td></tr><tr><td>*Funding Breakdown</td><td>Long Lessee contributions (95%) Barbican Res. Local Risk Budgets</td><td></td><td>£726,750 £38,250</td></tr></table>	Item	Reason	Funds / Source of Funding	Cost	Consultancy Fees	Complete design solution for the new roof and balcony works to Ben Jonson House, Bunyan Court, Defoe House and The Postern and a new canopy for Brandon Mews informing the specifications for the works and to refine the cost forecasts.	Long Lessee contributions/ Barbican Res. Local Risk budget *	£665,000	Staff Costs	Project Management	Long Lessee contributions/ Barbican Res. Local Risk budget *	£100,000	Total			£765,000	*Funding Breakdown	Long Lessee contributions (95%) Barbican Res. Local Risk Budgets		£726,750 £38,250
Item	Reason	Funds / Source of Funding	Cost																		
Consultancy Fees	Complete design solution for the new roof and balcony works to Ben Jonson House, Bunyan Court, Defoe House and The Postern and a new canopy for Brandon Mews informing the specifications for the works and to refine the cost forecasts.	Long Lessee contributions/ Barbican Res. Local Risk budget *	£665,000																		
Staff Costs	Project Management	Long Lessee contributions/ Barbican Res. Local Risk budget *	£100,000																		
Total			£765,000																		
*Funding Breakdown	Long Lessee contributions (95%) Barbican Res. Local Risk Budgets		£726,750 £38,250																		

				£765,000
3. Governance arrangements	<ul style="list-style-type: none"> • Service Committee: Barbican Residential Committee • Senior Responsible Officer: Dan Sanders, Director of Property and Estate Management – Barbican • The project will be monitored by the Housing Programme Board. 			

Project Summary

4. Context	<p>The City has a duty to keep the residential blocks of the Barbican Estate in good repair. This project will address the known dilapidated condition of roofs and balconies of Ben Jonson House, Bunyan Court, Defoe House and The Postern, and a new canopy for Brandon Mews.</p> <p>The proposed specifications for roof replacement and balcony repairs will be in line with the Barbican Estate Listed Building Management Guidelines.</p>
5. Brief description of project	<p>The works will be specified by a firm of chartered architects with extensive knowledge of concrete structures following in-depth surveys and investigation work. Identified repairs will be specified in accordance with the Barbican Estate Listed Building Guidelines. These guidelines have a presumption of repairs rather than replacement.</p> <p>It is intended that the roof replacement will carry an insurance backed warranty/guarantee.</p> <p>Contractors invited to tender will have experience of working on listed residential properties to maximise the quality of the work and minimise disruption to residents.</p> <p>Approvals permitting it is intended to have tendered the works contract and gained approvals to appoint the contractor by March 2027 to allow works to commence in April 2027.</p>
6. Consequences if project not approved	<p>The City will fail to maintain its residential assets.</p> <p>Deterioration of a Listed Building with associated reputational damage. This will also lead to higher costs as the number and size of repairs will increase.</p>

	<p>Complaints from residents regarding the City's failure to comply with legal responsibilities and to maintain the Estate to the high standard expected.</p> <p>Higher costs (procurement costs, management costs and priced works) owing to the works being carried out as smaller stand-alone projects by potentially multiple contractors on an annual basis.</p>
7. SMART Project Objectives	<p>The Barbican Estate maintained to the high standards required.</p> <p>Resident satisfaction improved with the number of resident complaints reducing.</p>
8. Key Benefits	<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 subsequently management costs.</p> <p>Lower costs per repair due to the economies of scale realised.</p>
9. Project category	7b. Major renewals, typically of a one-off nature (supplementary revenue)
10. Project priority	A. Essential
11. Notable exclusions	None

Options Appraisal

12. Overview of options	<p>1. Procure a chartered architect investigate the known defective 'worn out' roofs to all blocks in the Barbican Estate specifying proposed renewal works. The works will be undertaken in Phases, the first Phases consisting of works to Ben Jonson House, Bunyan Court, Defoe House and The Postern as well as a new canopy for Brandon Mews. Blocks in other phases will be decided based on the condition of the roof of the individual blocks but it is anticipated that the works will be undertaken in a minimum of 3 phases.</p> <p>2. Do nothing. Leading to further deterioration of the roof and increased amounts of internal making good due to water ingress.</p>
--------------------------------	--

Project Planning

13. Delivery Period and Key dates	<p>Overall project: Currently known Phase 1 works to complete by end of October 2027</p> <p>Key dates:</p> <p>Gateway 2 – September 2025 - September 2026</p> <p>Phase1</p> <p>Gateway 3/4 – March 2026 – September 2026</p> <p>Gateway 5 – September 2026 – January 2027</p> <p>Contractor Appointed – March 2027</p> <p>Works Commence – April 2027</p> <p>Contract Ends – November 2027</p> <p>Other works dates to coordinate: There will need to be a degree of programme fluidity as it is likely that greater design consultation may be necessary which may lead to more time being required.</p> <p>Should it be considered that Building Safety Regulator approval is required this will add circa 12 months to the programme.</p>
14. Risk implications	<p>Overall project risk: Medium</p> <p>The main risks are as follows:</p> <ul style="list-style-type: none"> • Contractor does not have resources to undertake all the works within the desired timescales. • Cost of the project higher than expected • Contractor's work not to required standard • The project will be extended due to the need for BSR approvals <p>A risk register is included with this report. This will be updated as the project progresses..</p>
15. Stakeholders and consultees	<ol style="list-style-type: none"> 1. Ward Members 2. Chamberlains (Finance & Procurement) 3. Barbican Estate Management 4. Comptrollers & City Solicitors 5. Residents (via S20 consultations and engagement with House Groups)

	An Equality Impact Assessment will not be undertaken for the project. The proposed project will have no adverse impacts on those with protected characteristics.
--	--

Resource Implications

16. Total estimated cost	Likely cost range: The cost range of Phase 1 is £9,000,000 - £9,355,874. The Feasibility Study (G1/2) will inform the overall Total Estimated Cost.	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource
	Funds/Sources of Funding	Cost
	Long Lessee contributions (95%)	8,888,080
	Barbican Res. Local Risk Budgets	467,794
	Total	9,355,874
	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.	
18. Investment appraisal	N/A	
19. Procurement strategy/Route to Market	At this early stage, the anticipated procurement strategy is an open market tender tailored to attract consultants with experience of working on concrete buildings and listed buildings, a quantity surveyor and contractors that regularly undertake roof renewals in listed buildings of concrete construction and residential properties.	
20. Legal implications	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	
21. Corporate property implications	None	
22. Traffic implications	None	

23. Sustainability and energy implications	None as the repairs will be on a like for like basis.
24. IS implications	None
25. Equality Impact Assessment	<ul style="list-style-type: none"> • An equality impact assessment will not be undertaken
26. Data Protection Impact Assessment	<ul style="list-style-type: none"> • The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Recommendation

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

Appendices

Appendix 1	Project Briefing (Gateway 1)
-------------------	------------------------------

Contact

Report Author	Graham Sheret, Project Manager
Email Address	Graham.Sheret@cityoflondon.gov.uk
Telephone Number	07505261441