

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 14 October 2025
Subject: Barbican Estate Window Repairs 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>Project Description: Undertake repairs to top floor windows across the Barbican Estate to rectify existing defects and identify potential defects in order to prevent further deterioration and minimise rectification costs.</p> <p>Approval track: 2. Regular</p> <p>Next Gateway: Gateway 5 - Authority to Start Work (Light)</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Commission and complete Condition Surveys to inform the specifications for the works and to refine the cost forecasts. 2. Tender works (as there will only be one way of undertaking the works to comply with the Barbican Estate Listed Building Guidelines). 3. Draft Gateway 5 Authority to Start Work <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That the project is approved to progress to Gateway 5 Authority to Start Work. 2. That a budget of £500,000 is approved to reach the next Gateway.
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	3. To note the total estimated cost of the project of up to £8,000,000			
2. Resource requirements to reach next Gateway	Resources to reach the next Gateway are as follows:			
	Item	Reason	Funds / Source of Funding	Cost
	Consultancy Fees	Conduct condition surveys and write repairs specifications for known window defects and all windows on top floor properties of across the Barbican Estate, including the formulation of pre-tender estimates.	Long Lessee contributions/ Barbican Res. Local Risk budget *	£420,000
	Staff Costs	Project Management	Long Lessee contributions/ Barbican Res. Local Risk budget *	£80,000
	Total			£500,000
	*Funding Breakdown	Long Lessee contributions (95%) Barbican Res. Local Risk Budgets		£475,000 £25,000
				£500,000
3. Governance arrangements	<ul style="list-style-type: none"> Service Committee: Barbican Residential Committee 			

	<ul style="list-style-type: none"> • Senior Responsible Officer: Dan Sanders, Director of Property and Estate Management – Barbican • The project will be monitored by the Housing Programme Board.
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Project Summary

4. Context	<p>The Barbican Estate Office has become aware of an increasing number of age-related defects in the windows across the Estate especially those in top floor properties which are more exposed to the weather.</p> <p>The City has a duty to keep the exterior of the residential blocks of the Barbican Estate in good repair. This project will address the known dilapidated condition of windows and identify currently unidentified defects, issues which are likely to become apparent and require remedial action in the next 2 -3 years.</p> <p>Undertaking the repairs as part of a large-scale project should realise economies of scale which should reduce both cost and the time taken to undertake the repairs which will benefit leaseholders.</p> <p>The repairs and / or replacements will be undertaken 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 conservation architects following in-depth surveys and in line with the Barbican Estate Listed Building Management Guidelines. These guidelines have a presumption of repairs rather than replacement.</p> <p>Repairs will carry a 10-year insurance backed guarantee.</p> <p>Contractors invited to tender will have experience of working on hardwood windows in 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> <p>Reduction in the number of ad-hoc window repairs that are required.</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 to survey all top floor windows across the Barbican Estate and specify repair works to be undertaken and monitor the repairs. Appoint a Quantity Surveyor to ensure that value for money is achieved and any variations are priced in line with tendered rates. Undertake all repairs as a single project realising 'savings' through economies of scale.</p> <p>2. Undertake repairs on an ad-hoc basis, repairs generally specified by contractors undertaking the work.</p>
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	3. Do nothing. Leading to further deterioration of the windows and increased amounts of internal making good due to water ingress.
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Project Planning

13. Delivery Period and Key dates	<p>Overall project: Currently known works to complete by end of August 2027</p> <p>Key dates:</p> <p>Gateway 2 – September 2025</p> <p>Gateway 5 – November 2026</p> <p>Contractor Appointed – March 2027</p> <p>Works Commence – April 2027</p> <p>Contract Ends – August 2027</p> <p>Other works dates to coordinate: There will need to be a degree of programme fluidity as it is likely that more repairs will come to light during the repair work and may lead to more time being required.</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 repairs within the desired timescales. • Cost of the project higher than expected • Contractor's work not to required standard <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.
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Resource Implications

16. Total estimated cost	Likely cost range: £3,300,000 - £8,000,000	
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%)	£3,135,000 - £7,600,000
	Barbican Res. Local Risk Budgets	£165,000 - £400,000
	Total	£3,300,000 - £8,000,000
	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 contractors that regularly undertake hardwood window repairs in listed 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)
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Contact

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