

Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Report of The Director of Property & Estate Management	Public
This proposal: • provides business enabling functions	Providing Excellent Services
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 provides Members with an overview of current activity and strategic developments across the Barbican Estate led by the Director of Property & Estate Management.

It highlights progress on the Governance Review, the in-house repairs service transition, organisational realignment within the Barbican Estate Office (BEO), the ongoing major works programme, and the submission of Building Safety Cases for the three Barbican towers to the Building Safety Regulator.

Recommendation

Members are asked to:

- Note the contents of the report.

Main Report

Governance Review

Work continues with Charles Russell Speechlys (CRS) on the independent Governance Review, which examines the legal and operational framework underpinning the management of the Barbican Estate.

The review aims to strengthen governance clarity, improve resident engagement, and ensure alignment with statutory obligations.

In-House Repairs Service – Phased Implementation

Following BRC approval to bring the repairs service in-house, the BEO is progressing with a phased implementation model to ensure a controlled and efficient transition.

- Phase One focuses on the handover between Chigwell and Elkins, maintaining service continuity and ensuring no disruption to residents.
- Phase Two focuses on the establishment of the in-house delivery model, ensuring appropriate resources, systems, and staffing are in place before full rollout.

Barbican Estate Office (BEO) Organisational Structure

The new BEO organisational structure, approved in 2024, continues to bed in following a period of recruitment and service realignment.

The structure brings together three key service areas: Resident Services, Property Services, and Finance, providing clearer accountability, communication, and governance.

A Resident Communication Strategy, scheduled for publication in Q1 2026, will support the structure by setting standards for openness, transparency, and resident feedback.

An annual review cycle will ensure that performance, capacity, and service outcomes remain aligned with resident needs and corporate priorities.

Major Works Programme Board (MWPB)

The Major Works Programme Board continues to oversee the delivery of the estate's large-scale capital projects and planned maintenance works. Recent meetings have focused on:

- Refining the Planned Preventative Maintenance (PPM) Programme and Contracts Matrix, improving tracking of cyclical works and contractor performance.
- Reviewing the Capital Expenditure Plan, which outlines all major projects and funding allocations, distinguishing clearly between City Fund and leaseholder contributions.
- Progressing key projects including fire safety improvements, lift refurbishments, and building envelope works.

All associated documents (PPM, Contracts Matrix, CapEx Plan, and Project Tracker) are published as appendices of the MWPB full report for reference.

Building Safety Cases – Barbican Towers

In line with statutory requirements under the Building Safety Act 2022, the City of London Corporation has formally submitted Building Safety Cases for the three Barbican residential towers that were called in:

- Shakespeare Tower
- Cromwell Tower
- Lauderdale Tower

Each submission to the Building Safety Regulator (BSR) includes:

- Detailed structural and fire safety assessments.
- Resident engagement records and communication strategies.
- Information on safety management systems and accountable persons; and
- Plans for ongoing inspection, maintenance, and resident liaison.

The Building Safety Regulator has acknowledged receipt of all three submissions, which are now under review.

Early feedback has been positive, with further dialogue expected over the coming months to finalise each tower's safety case summary and confirm ongoing compliance measures.

Alignment of Reporting and Planning Cycles

The Director notes that different workstreams and committees have previously operated using a mix of calendar and financial quarters. To ensure consistency and strategic alignment, all reporting and planning will now be based on the financial year (1 April – 31 March).

Agenda plans for 2026/27 will therefore be presented to the February 2026 RCC/BRC for review and approval.

Service Charge Apportionment Review

The Director has committed to undergo a comprehensive review of estate service-charge apportionment to ensure that contributions remain fair, transparent, and reflective of actual service delivery across the Barbican Estate as well as accounting for all units which have changed over time such as Frobisher Crescent and Blake Tower (as examples).

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