

Committee(s): Barbican Estate Residents Consultation Committee (For Information) Barbican Residential Committee (For Information)	Dated: 26 January 2026 16 February 2026
Subject: Update from the Director of Property & Estate Management	Public
This proposal: Provides Statutory Duties	Report of the Director
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 an update from the Director of Property and Estate Management on progress across key works currently underway throughout the Estate.

Recommendation

Members are asked to note the report.

MAIN REPORT

Building Safety Case (Towers)

1. The three residential towers on the Estate were formally called in for review by the Building Safety Regulator in October 2024. Since that point, there has been an extended period of engagement, dialogue, and formal submissions with the Regulator as part of the statutory review process.
2. Over the last year and a half, officers and advisers have worked closely with the Regulator, responding to requests for information, clarifying aspects of the safety case, and submitting further evidence where required. These discussions have been constructive and positive in nature, and feedback to date has not identified any fundamental concerns with the approach taken or the information provided.
3. Nationally, the review process for higher-risk residential buildings has been rigorous and time-consuming. While a significant proportion of buildings that have completed a full review have gone on to achieve approval, this is not

guaranteed, and outcomes remain dependent on the Regulator's final assessment of each individual case.

4. Based on the quality of engagement to date and the progress made, there is cautious optimism that a decision will be received in late January or early February. Subject to the Regulator's final determination, the expectation is that the Building Assessment Certificate will be achieved, although this cannot be confirmed until formal notification is issued.
5. This process has required sustained focus and resourcing and will continue to be closely monitored until an outcome is confirmed.

Barbican App

6. The Barbican App is being developed as a key digital tool to improve communication between residents and the Estate Office and to simplify the reporting and tracking of repairs. Once fully launched, the app will provide residents with a more accessible and efficient way to raise issues, receive updates, and access important estate information in one place.
7. Beyond its operational benefits, the app is intended to support stronger engagement across the Estate by improving the flow of information and helping to bring the community together through clearer, more timely communication.
8. A pilot phase is scheduled to take place at the end of January and into early February at Thomas More House. This pilot will allow functionality, usability, and resident experience to be tested in a live environment, with feedback used to refine the platform ahead of wider rollout.
9. Subject to the outcomes of the pilot, the intention is to launch the Barbican App across the wider Estate in March. Progress and learning from the pilot phase will be shared as part of future updates.

Car Parks – Review and Options Appraisal

10. Work is underway to scope and commission a comprehensive review of the Estate's car parks. The review will examine financial performance, occupancy and utilisation levels, and all key aspects of operational and day-to-day management.
11. The purpose of this exercise is to establish a clear and robust evidence base, identifying current performance, pressures, and opportunities for improvement. The findings will then be used to inform an options appraisal, setting out potential future approaches to management, operation, and investment in the car parks.
12. Residents will be consulted as part of the review. Further updates will be provided once the scope has been finalised and the review is commissioned.

Redecorations Project – Full Review and Wash-Up

13. A full review of the redecorations project is currently being undertaken, combining both financial scrutiny and project management assessment. This work is being carried out jointly by Finance and Project Management teams in the BEO to ensure a comprehensive and balanced evaluation.
14. The review will include a detailed examination of project finances, assessment of value for money, quality reviews of completed works, and consideration of delivery performance. It will also identify any issues arising from the programme and capture lessons learned to inform future projects.
15. A full report will be brought to the next Residents' Consultative Committee and Barbican Residential Committee. This will set out the outcomes of the review, any recommendations or proposed adjustments to financial arrangements, a clear plan to address any identified remedial works, and a summary of lessons learned.

Building Envelope – Strategic Approach

16. As the committee knows, a shift is being made away from undertaking piecemeal works to individual building elements, such as drainage, roofs, or windows, in isolation. Instead, a holistic "building envelope" approach is being adopted, whereby each building is assessed and addressed as a complete system to ensure it is fully wind- and water-tight.
17. This approach is intended to provide more durable, long-term outcomes for residents, reduce repeat interventions, and improve overall building performance. By considering how all external elements work together, the aim is to deliver homes that are better protected from the elements and more resilient over time.
18. Development of this approach is being progressed in conjunction with the Major Works Programme Board. The scope, priorities, and associated costs will be directly informed by the findings of the expert witness review, ensuring decisions are evidence-based and proportionate.

Ambue Heating Review – Update

19. The scope of the Ambue-led review of heating across the Barbican Estate has now been agreed, and the review is underway. This work is focused on developing a clear and evidence-based understanding of how the existing heating systems are performing alongside our building fabric make up, identifying opportunities to improve reliability, efficiency, and resident comfort.
20. A programme of monitoring and survey activity is currently in progress. This includes the installation of monitoring equipment to collect detailed performance data, resident heat surveys to capture lived experience and feedback, and a range of technical investigations. Where appropriate, drone

surveys are also being used to assess building fabric and external conditions that may influence heat retention and system performance.

21. The data and insight gathered through this work will provide a robust evidence base to inform future recommendations and potential investment decisions. Further updates will be shared with residents as the review progresses and findings are finished and developed.

Repairs & Maintenance – In-House

22. The transition to an in-house maintenance service for day-to-day repairs is progressing in line with the approved business case and agreed programme. This phase focuses on designing and mobilising the resident-facing service infrastructure, setting out how residents will access the service, how repairs will move through each stage, and how service standards will be defined, monitored, and communicated.
23. This work represents a significant shift from outsourced delivery, creating greater flexibility to design the service around Barbican residents' priorities while maintaining value for money and operational stability.
24. Consultation activity is focused on resident-facing elements such as reporting repairs, access channels, appointment models, communications, escalation routes, and feedback mechanisms. A structured resident survey and a series of in-person consultation sessions are being used to validate priorities, test proposed service designs and provide assurance ahead of go-live.
25. These engagement stages are intended to ensure the service is transparent, accountable, and trusted from day one, while also allowing residents to influence potential service enhancements where there is a clear justification
26. Mobilisation activity is well advanced, with governance, programme controls, and transition arrangements already established. Phase one activity has focused on the controlled demobilisation from the outgoing contractor and mobilisation of interim arrangements, including job handover, data verification, communication with residents and staff, and commercial close-out.
27. Phase two activity is centred on building the in-house capability, including service definition, priorities and SLAs, inspection regimes, out-of-hours arrangements, and interfaces with specialist contractors. This is being supported by parallel workstreams covering compliance, ICT readiness, workforce planning, materials and supply chain, and site facilities, all aimed at ensuring the service is fully operational and compliant at go-live
28. Testing, pilots, and readiness checks are planned to validate systems, processes, and end-to-end workflows before launch, followed by a defined stabilisation period with daily and weekly reviews. Ongoing performance monitoring, resident feedback, and internal and external audit processes will support continuous improvement once the service is live.

29. See tracker appendix for more details.

Appendix 1 – R&M Progress Tracker

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