

Committee(s): Barbican Estate Residents Consultation Committee (For Information) Barbican Residential Committee(For Information)	Dated: 26 January 2026 16 February 2026
Subject: Report of the Major Works Program Board	Public
This proposal: • provides statutory duties	
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 of the RCC/BRC with a summary of the matters discussed by the Major Works Programme Board (MWPB) at its meetings on 26 November 2025 and 14 January 2026.

Across both meetings, the Board considered a range of items relating to the progress and oversight of the Major Works Programme. This included two consultant-led presentations on fire safety projects. In November, Reform Architects provided an update on the Fire Doors Project, outlining current progress and forthcoming stages. In January, Ingleton Wood presented on the proposed approach to the Fire Signage Programme. These presentations supported the Board's scrutiny role, and it was confirmed that both projects will be the subject of future town hall presentations for all residents.

The Board also reviewed and supported the publication of the resident-facing Planned Preventative Maintenance (PPM) Programme, recognising its role in improving transparency around planned works. This work also supported the Service Charge Working Party (SCWP) in its review of the budget, by providing clearer context on the scope and timing of planned maintenance activity.

In addition, Members received the Board's first compliance report, which provided an initial overview of compliance arrangements and established a baseline for future reporting and scrutiny.

Other items considered across the two meetings included updates on in-house repairs and maintenance, EMS surveys and reviewing the project tracker.

Recommendation

Members are asked to note the report.

Main Report

Planned Preventative Maintenance (PPM)

1. The Planned Preventative Maintenance (PPM) Schedule is a key document in providing transparency to leaseholders about how the Barbican Estate's buildings and systems are maintained. It sets out, in one place, the routine inspections, testing and servicing activities that take place across fire and life safety systems, building fabric, mechanical and electrical services, water hygiene, lifts, and access and security systems.
2. Making this information available helps leaseholders understand what maintenance activity is undertaken on a planned basis, why it is necessary, and how it supports the safe operation, longevity and day-to-day functioning of the estate. It also provides context for maintenance costs and service charges by clearly linking expenditure to defined, scheduled activities.
3. A formalised PPM approach supports compliance with legal and regulatory requirements, aligns maintenance activity with manufacturer guidance, and over time reduces reliance on reactive or emergency repairs. This is particularly important given the age and complexity of many estate assets, where planned maintenance plays a significant role in extending asset life, minimising disruption, and managing long-term costs.
4. The existence of a written PPM schedule also provides a clear basis for oversight and scrutiny, helping to ensure that maintenance obligations are consistently met and that future investment planning is informed by a structured understanding of asset condition and risk.
5. This is the first published PPM schedule for the Barbican Estate and will be distributed to all leaseholders in mid-February. The CAPEX version will follow in the next committee cycle.

6. Fire Doors

7. As part of the Major Works Programme, work is progressing on proposals to replace apartment front doors in Lauderdale, Shakespeare and Cromwell Towers (these are sequentially first the rest of the Estate will also be complete in future phases). Specialist consultants were appointed to develop a new door design that meets current fire safety requirements while respecting the architectural and heritage character of the Barbican. This work follows detailed fire risk assessments, surveys and fire testing, and focuses specifically on apartment entrance doors where these form part of the building's fire compartmentation.
8. Residents will have the opportunity to view and comment on the proposed apartment front door design before any wider programme is taken forward. A full-size trial door will be in each tower lobby for a period of two weeks, allowing

residents to see the door in place and provide feedback. A town hall meeting will also be held in February/March (date to be confirmed) once the trial door is ready, giving residents the opportunity to hear directly from the project team and ask questions.

9. Further information on the trial installation, the town hall meeting and how residents can share their views will be circulated nearer the time.
10. More detail and design information can be found in the appendix report from Reform Architects, you can see here the effort that is being made to ensure these doors are sympathetic of the Estates cultural and heritage significance whilst performing their practical function under the new fire safety regulations.

Fire Signage

11. Work is progressing on proposals to update and improve fire safety signage across the residential areas of the Barbican Estate. Specialist consultants have been appointed to review existing signage and develop a coordinated approach that meets current fire safety regulations while being sensitive to the Estate's listed status and architectural character. The proposals focus on clearer, more consistent fire action notices, emergency exit signage and wayfinding information, to help residents, visitors and emergency services navigate buildings safely in the event of an emergency.
12. Resident feedback is an important consideration in developing the signage strategy, and there will be opportunities for residents to review the proposals before any wider installation takes place. Sample signage will be produced and made available for residents to view, allowing people to see the proposed designs in context and provide comments, this work is driven by legislative requirements, so input will be limited to what is achievable within those parameters ("no signage" for example, is not an option).
13. A town hall meeting will also be held in February/March (date to be confirmed), where the project team will explain the proposals and respond to questions and feedback from residents.
14. Further details on the timing of the town hall meeting, the availability of sample signage and how residents can share their views will be communicated nearer the time. Again, in the appendix report from Ingleton Wood, you can see the efforts being made to ensure the signage is sympathetic of the Estates cultural and heritage significance whilst performing their practical function under the new fire safety regulations.

Compliance Report

15. A recent estate-wide compliance report has been reviewed as part of ongoing oversight of health, safety and statutory obligations across the Barbican and is appendix to this report. The report brings together information on key areas such as fire safety systems, lifts, gas safety, electrical safety, water hygiene

and asbestos management, and provides a clear overview of where compliance is strong and where further work is in progress. This is the first time this information has been consolidated into a single, regular report, improving transparency and oversight.

16. While some areas are still being brought fully up to date, the report confirms that there are no issues presenting an immediate risk to life that would require urgent or emergency action. Where compliance gaps have been identified, these are largely related to inspections, testing programmes or legacy documentation rather than unsafe conditions. Appropriate controls are already in place, and programmes of work have been scheduled to address these areas in a managed and prioritised way.
17. The introduction of regular compliance reporting provides reassurance that risks are being actively monitored, addressed and tracked over time. It also supports clearer planning, accountability and communication, ensuring that safety-critical systems across the estate continue to be managed responsibly and in line with statutory requirements. Further updates will be shared as this reporting becomes embedded.
18. We will bring the compliance report to the RCC/BRC to review every 6 months.

Project Tracker

19. The project tracker is used to monitor the progress of major works and related projects across the Barbican Estate. The tracker brings together information on a wide range of programmes, including fire safety works, planned maintenance, surveys and longer-term investment projects, showing their status and next steps. This helps ensure that activity is coordinated, risks are visible, and projects are progressed in a structured and transparent way.
20. The tracker is reviewed regularly as part of governance and scrutiny arrangements and supports early identification of issues such as delays, dependencies or emerging risks.
21. We are happy to receive any specific questions on the tracker (appendix 5).

Expert Witness

22. Work by the independent expert witness in relation to Ben Jonson House is progressing well and in line with the agreed scope. The review of historical documentation has been more extensive than originally anticipated, reflecting the volume and complexity of material that needs to be considered, but this work is now well advanced.
23. Interviews with relevant parties have been completed and have proceeded positively. Subject to the final stages of analysis and report drafting, the expert witness report is currently expected to be issued in February or March, and a further update will be provided once the report has been received and reviewed.

24. The Board recognised that some workstreams and reporting mechanisms currently use different quarterly references (calendar versus financial). To ensure consistency, it was agreed that all planning, reporting, and performance monitoring will align with the financial year as the primary driver for all activity.

25.

Accordingly, agenda plans will cover 1 April 2026 – 31 March 2027 and be presented to the February 2026 RCC/BRC for review and approval.

Appendix 1 – PPM

Appendix 2 – Fire Door Presentation

Appendix 3 – Fire Signage Presentation

Appendix 4 – Compliance Report

Appendix 5 – Project Tracker

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