City of London Corporation Committee Report

Committee(s): Barbican Residential Committee [for decision]	**Dated:** 22 July 2026
Subject: Gateway 2 – Strategic Options Appraisal – Barbican Estate Tower Lift Refurbishment (Project ID: 594)	**Public report:** For Decision
This proposal: Seeks approval to progress the Barbican Estate Tower Lift Refurbishment project through Gateway 2 and onward to design development, including the appointment of a Lift Consultant and the release of the approved design-stage budget.	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	Estimated total project budget: £6,142,750. Design-stage budget to Gateway 3: £317,512.50.
What is the source of Funding?	Long lessee contributions via service charge, with Barbican Residential local risk budget support where applicable.
Has this Funding Source been agreed with the Chamberlain's Department?	To be confirmed through the project governance and financial approval process.
Report of:	Executive Director of Community & Children's Services
Report author:	William Roberts, Project Manager, Barbican Residential Estate, Department of Community and Children's Services

Summary

This Gateway 2 report seeks approval to progress the Barbican Estate Tower Lift Refurbishment project through strategic options appraisal and up to detailed design development. The nine lifts serving Cromwell Tower, Shakespeare Tower and Lauderdale Tower are at end of life, with increasing repair issues, reliability

concerns, limited availability of parts and areas of non-compliance with current requirements. The preferred option is a planned refurbishment, modernisation or replacement programme that will provide reliable, compliant and warranty-backed lift services for residents and other estate users for the long term.

Recommendation(s)

Members are asked to:

- Note that the project was previously approved to progress to the next project stage (via the previous, superseded Gateway Procedures), with an approved design-stage budget of £438,000 to reach Gateway 3.
- Note the current procurement position for the Lift Consultant and the need to maintain momentum due to the urgency of the lift condition and reliability issues.
- Approve progression to detailed design development and a revised Gateway 2 budget of £317,512.50 up to completion of the detailed options appraisal, comprising consultancy fees, staff costs, and risk contingency.

Main Report

Background

- The Barbican Residential Estate includes three tower blocks: Cromwell Tower, Shakespeare Tower and Lauderdale Tower. Together, these blocks are served by nine lifts which are critical to residents, visitors, staff and operational service delivery.
- The existing lifts are approaching or at end of life. Increasing repair requirements, limited availability of replacement parts and areas of non-compliance with current regulations mean that continued reliance on the existing assets presents a growing operational, financial and resident-service risk.
- The project is intended to assess the current condition of the lifts and associated fabric/structure, develop options for refurbishment, modernisation or replacement, and deliver a long-term solution that improves reliability, safety, compliance, energy efficiency and resident experience.
- A previous approval was given to progress the project to Gateway 3 under the former project procedure, with a budget of £438,000 to complete the initial concept design-stage work. This report updates the position and seeks approval to progress designs up to detailed design in the current Gateway 2 format.

Current Position

- The Barbican Estate Office is progressing procurement for a specialist Lift Consultant using a two-stage open tender process. The consultant appointment is required to provide technical leadership, complete surveys and design development, advise on any additional specialist appointments and prepare the project for a future works procurement.
- Stage Two tender responses were received from five consultants. Interviews have been completed and the assessment panel, comprising Barbican Estate officers and a resident member of the Tower Lift Group, has moderated the technical responses.

- Financial submissions have been reviewed, and post-tender clarifications have been issued to the tenderers. Once clarifications have concluded, the Barbican Estate Office expects to identify the successful tenderer and proceed to appointment, subject to the necessary approvals and budget controls.

Options

Option	Description	Indicative cost position	Assessment
Option 1 – Do nothing	Continue operating the existing lifts with reactive repairs and maintenance only.	Ongoing repair costs would continue and are expected to increase. Whole-life cost has not been quantified.	Not recommended. This option does not address end-of-life equipment, parts availability, reliability, compliance or resident-service risks.
Option 2 – Refurbishment, modernisation or replacement programme	Appoint a Lift Consultant, undertake surveys and design development, confirm the preferred technical solution for each lift and progress toward construction procurement.	Estimated total project budget: £6,142,750. Proposed budget for developing designs to include options appraisal to Gateway 3: £317,512.50	Recommended. This option directly addresses asset condition, reliability, compliance and resident experience, while allowing detailed design and procurement to refine scope and cost.

Proposals

- It is proposed that Members approve Option 2 and allow the project to progress into design development. The Lift Consultant will be responsible for reviewing the current lift assets, confirming the required surveys, developing the technical options, advising on the required wider project team and preparing the scheme for future construction procurement.
- The recommended route maintains a single point of design responsibility through the Lift Consultant, with additional specialist services to be coordinated through the consultant where appropriate. This will support clearer accountability, efficient communication and integrated technical advice.
- Responsible Procurement considerations have been included within the consultant tender, including questions on the Climate Action Strategy, Equality, Equity, Diversity and Inclusion, and supply chain due diligence.
- Resident engagement will remain central to the project. The Tower Lift Group has already supported the procurement process and will continue to provide resident input as the design develops, particularly in relation to disruption, access, communication and support for vulnerable residents.

Key Data

Item	Key data
Project	Barbican Residential Estate Tower Lift Refurbishment, Project ID 594, Tier 2.
Assets in scope	Nine lifts across Cromwell Tower, Shakespeare Tower and Lauderdale Tower.
Preferred option	Planned refurbishment, modernisation or replacement programme, subject to surveys, design development and future approvals.
Budget	Estimated total project budget: £6,142,750. Current design-stage budget: £317,512.50, comprising £223,962.50 consultancy fees, £49,000 staff costs, and £44,550 risk contingency.
Funding	Primary funding is expected to be long lessee contributions via the service charge, with Barbican Residential local risk budget support where applicable.
Programme	Design development will follow Lift Consultant appointment. The business case summary currently anticipates completion by late 2030, subject to survey findings, design development, statutory approvals, procurement and future approvals.
Top delivery risks	Delays in statutory approvals; late delivery of lift components due to global supply chain issues; and the need to identify and support vulnerable residents during the works.

Corporate & Strategic Implications

Strategic implications – The project supports the Corporate Plan 2024–2029 outcomes of providing excellent services and leading a sustainable environment by improving the reliability, safety, compliance and resilience of essential residential estate infrastructure. It also supports resident engagement by involving the Tower Lift Group and focusing on service continuity for residents.

Financial implications – The estimated total project budget is £6,142,750. The design-stage budget to reach Gateway 3 is £317,512.50, made up of £223,962.50 consultancy fees, £49,000 staff costs, and £44,550 risk contingency. Cost estimates remain subject to survey findings, design development, statutory approvals, procurement outcomes and future gateway approvals.

Resource implications – The project will require continued client-side project management, procurement, legal and technical input. The Lift Consultant will provide specialist lift expertise and may coordinate additional sub-consultant support where required.

Legal implications – Legal advice will be required as appropriate during consultant appointment, contract finalisation and later works procurement. The project will also need to consider statutory and regulatory requirements relevant to tower blocks, lifts and higher-risk buildings.

Risk implications – The principal risks are delays in statutory approvals, late delivery of lift components due to supply chain pressures and disruption to residents, including vulnerable residents. Mitigation will include early engagement with relevant technical specialists and

statutory bodies, early supply chain consideration, resident communication and the identification of residents requiring additional support.

Equalities implications – The project is likely to have particular implications for residents who rely on lifts because of age, disability, mobility, health or caring responsibilities. Resident engagement, clear communication and support arrangements, including the use of Personal Emergency Evacuation Plans where applicable, will be developed as part of the design and delivery planning.

Climate implications – The project provides an opportunity to improve lift energy efficiency and align the future technical solution with the City Corporation's Climate Action Strategy. Climate considerations have also been included in the consultant procurement process.

Security implications – None identified at this stage. Any security-related matters arising from lift design, access control, contractor attendance or site logistics will be considered during design development and delivery planning.

Conclusion

- The nine tower lifts are essential estate infrastructure and are now at a point where continued reactive maintenance does not provide a sustainable long-term approach. The recommended option is to progress a planned refurbishment, modernisation or replacement programme, supported by specialist consultant input and resident engagement.
- Approval of this Gateway 2 report will enable the project to maintain momentum, complete design development, refine the technical solution and prepare the scheme for future approvals and procurement. Members are therefore asked to approve the recommendations set out above.

Appendices

- Appendix 1 – Business Case Summary Sheet
- Appendix 2 – Anticipated Consultant Procurement Programme
- Appendix 3 – Risk Register

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