Business Case Summary Sheet (to be submitted alongside Gateway Reporting)

Name of project or programme	Barbican Residential Estate Tower Lift Refurbishment
Cora ID	594
Tier	*Tier 2*
Name of Senior Responsible Owner	Daniel Sanders
Project Manager/person who prepared this document	William Roberts
Which Gateway is this business case summary for?	*GW2*

All projects should complete all sections at each gateway. However, at Gateway 1, greater clarity is expected on section 1 and the associated appendix. At Gateway 2, the review will focus on sections 2-4. At Gateway 3, greater focus will be given to section 5.

1. Strategic Dimension

Guidance on the strategic dimension of the business case is available on the ePMO Knowledge hub.

1.1 Summarise the case for change for the project and how it aligns with the City of London Corporation's strategic aims and any wider ambitions. Summarise the strategic case for investment in line with the overall project vision and desired outcomes.

The lifts across the Barbican Residential Estate are at end of life, with increasing repair issues and non-compliance with current regulations. The project will deliver an estate-wide refurbishment to improve reliability, safety, and compliance, aligning with City of London objectives for safe, well-maintained housing.

2. Economic Dimension

2.1 Complete the below Appraisal Table, outlining the shortlist of options to fulfil the outcomes.

	Option description	Whole Life Cost £m	Timeframe	Benefits
Option 1 (Do-Nothing)	*Continue operating existing lifts without intervention.*	*Increased ongoing repair costs until elements no longer available (not quantified)*	*N/A*	None – Continued deterioration and non-compliance.
Option 2 (Preferred)	*Lift Refurbishment Programme of Cromwell Tower, Shakespeare Tower, and Lauderdale Tower*	*Estimated project budget £6,142,750.*	*Estimated completion late 2030*	Improved reliability, compliance with regulations, improved energy efficiency, improved end user experience.

2.2 Outline the reasons for choosing the preferred option

The preferred option is full refurbishment of lifts across the three towers as it directly addresses the core issues: end-of-life equipment, lack of spare parts, and regulatory non-compliance.

This option delivers measurable benefits including improved reliability, reduced outages and repair costs, compliance with modern standards (including firefighting lifts), and improved energy efficiency.

3. Commercial Dimension

3.1 Summarise the procurement strategy and route to market for this proposal. Include the reasons for choosing this route and any considerations around Responsible Procurement.

Appointment of a Lift Consultant is critical to progressing the programme, identifying all additionally required consultants for the project, and ultimately designing the scheme to take up to construction tender.

Two-Stage Open Tender for the Lift Consultant procurement was chosen, as this allowed us to conduct interviews with a shortlist of consultants who provided the highest scoring Stage One tender responses. The same procurement route is intended to be taken forward for the Lift Contractor.

Within the consultant tender, responsible procurement questions have been asked on the topics of Climate Action Strategy, EEDI (Equality, Equity, Diversity, and Inclusion), and Supply Chain Due Diligence.

Upon appointment, the Lift Consultant will complete their initial reviews and advise on the full required project team. The intention will be for the Lift Consultant to appoint any additional project team members as sub-consultants; this will enable The City to maintain a single source of contact and responsibility with the design team.

4. Financial Dimension

4.1. Set out the delivery (capital and revenue) cost profile of your preferred option proposal. 'Lifecycle' costs must be included as part of the whole life costs set out here.

Financial Year	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	After 2030/31 £m	Whole Life Cost £m
Capital							
Staff	**45,000**	**30,000**	**30,000**	**30,000**	**15,000**	**TBC**	**TBC**
Fees	**259,125**	**159,150**	**127,450**	**127,450**	**72,575**	**TBC**	**TBC**
Works	-	**742,500**	**1,732,500**	**1,732,500**	**742,500**	**TBC**	**TBC**
Land	-	-	-	-	-	-	-
Purchases	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total	**304,125**	**931,650**	**1,889,950**	**1,889,950**	**830,075**	**TBC**	**TBC**
Revenue							
One-off Costs	-	-	-	-	-	-	-
Recurring Costs	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

4.2 What financial benefits are associated with the project?

Improved lift reliability will reduce:

- *Number of outages*

- *Duration of outages*
- *Cost of repairs*

These metrics will demonstrate operational savings post-completion.

Financial Year	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	After 2030/31 £m
Income Generation	-	-	-	-	-	-
Revenue Savings	TBC	TBC	TBC	TBC	TBC	TBC
Total	TBC	TBC	TBC	TBC	TBC	TBC

4.3 Summarise the critical financial assumptions that underpin the above cost and benefits profiles. Please include a level of confidence in the above estimates.

- *Existing maintenance regime continues post-refurbishment*
- *Service charge structure remains in place to fund ongoing maintenance*
- *Cost estimates are budgets reflecting early-stage uncertainty. Design team yet to be appointed so budget estimates subject to survey, detailed design, statutory consents, competitive tender, and approvals.*

4.4 State the funding sources to cover the whole-life costing and state whether funds have yet been secured. Summarise the funding profile in the table below.

Primary funding: Long lessee contributions via service charge.

Financial Year	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	After 2030/31 £m	Whole Life Income £m
One-off funding	-	-	-	-	-	-	-
Ongoing funding	-	-	-	-	-	-	-

5. Management Dimension

5.1 Summarise the plan for successful delivery of this project/programme, including major milestones, governance and assurance arrangements, key roles and responsibilities and application of lessons learnt.

Project led by specific City of London client-side Project Manager with SRO (Senior Responsible Officer) oversight.

Resident working group formed (Tower Lift Group).

Lift consultant to be appointed to act as Project Manager, providing technical input on the project.

Resident engagement at the heart of consultant brief. Project will no doubt come with disruption, so upfront resident engagement and risk identification will help mitigate this.

5.2 Set out the top three delivery risks for the project/programme, as per Cora risk register.

Risk title and description	Overall Risk Score	Mitigation actions
Delays in statutory approvals due to higher risk of building.	16	Early engagement with Building Safety Regulator and Fire Engineers to confirm requirements. Early appointment of BSR PD with relevant experience to assist with coordination.
Late delivery of lift components due to global supply chain issues.	16	Secure supplier contracts early, specification to require open-source parts where possible.
Vulnerable residents	16	Details of vulnerable residents to be procured. This will be done via Personal Emergency Evacuation Plans (PEEP).

Appendix 1:

Strategic case for change: Establish the strategic case for investment – define and summarise what success looks like and the overarching vision and outcome of the change**.**

Situation/ challenge	*Lifts are end of life.*
Aim/outcome	*Provide the 3No. Tower Blocks with warranty covered lifts that will last for a significant period of time (20-25 years)*
Inputs/enablers	*Project team.*
Key outputs/ activity	*Assess the current condition of lifts and surrounding fabric/structure, produce options for lift refurbishment/modernisation/replacement, complete works.*
Beneficiaries/ stakeholders	*Leaseholders, residents, City of London staff.*
Are there financial benefits?	*Repairs are becoming more expensive, completing works at the earliest will reduce the yearly repairs costs.*

Strategic outcomes mapping: Detail how the project fits in with the different strategic drivers, objectives and outcomes to establish the strategic link between the Corporation's aims and the project/programme. A list of drivers is available on the ePMO Knowledge Hub.

Indicate which benefits (positive impacts of change) are needed to deliver positive outcomes.

Strategic Driver (name)	**Strategic Objective**	**Project/Programme Deliverable (Output)**	**Project/Programme Outcome**	**Benefits**
Corporate Plan	*Leading a sustainable environment, providing excellent service*	*Provide new/refurbished lifts.*	*Ensure the Towers have new/refurbished warranty-backed lifts.*	*Reduced reactive repairs, electrical safety and resilience, renewable energy generation, improved thermal comfort*
Resident Engagement Strategy	*Provide working services*	*Provide new/refurbished lifts.*	*Ensure the Towers have new/refurbished warranty-backed lifts.*	*Reduce number of breakdowns, reduce reactive repairs, reduce lift downtime during breakdowns, reduce maintenance costs.*