Committee(s): Residents Consultation – For Information Barbican Residential – For Information	**Dated:** 29 June 2026 22 July 2026
Subject: Major Works Program Board	**Public**
This report: Provides the Major works Program Board updates	The report includes information on the Barbican Major works Program Board
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: Dan Sanders	

Purpose of Report

This report provides Members with an overview of the work undertaken by the Major Works Programme Board during the current reporting period.

The Board's primary focus has been the continued development of the Barbican Estate's long-term capital investment strategy, including the refinement of the 30-Year Major Works Programme and oversight of key projects within the programme. Particular attention has been given to balancing the need for investment in ageing infrastructure with affordability considerations, resident impact and the long-term sustainability of the Estate.

Recommendations

Members are asked to:

- Note the work undertaken by the Major Works Programme Board during the reporting period.
- Note the progress made on the Tower Lift Refurbishment Project and associated lift reliability improvement works.
- Support the continued development and implementation of the Major Works Programme.

Main Report

1. Development of the 30-Year Major Works Programme

The Board has continued to oversee the development of a comprehensive 30-Year Major Works Programme covering building fabric, mechanical and electrical infrastructure and major asset replacement requirements across the Estate.

Current high-level modelling indicates that the programme represents an investment requirement of approximately £261 million over the 30-year period, although this figure will continue to be refined as projects progress through survey, design and procurement stages.

The programme provides an important strategic framework for future investment, enabling works to be prioritised, sequenced and coordinated to minimise disruption, smooth expenditure profiles and support the long-term sustainability of the Estate. The Board has placed particular emphasis on ensuring that investment decisions are evidence-led and informed by condition data, operational requirements and resident considerations.

Tower Lift Refurbishment Project

The Board has continued to receive regular updates on the Tower Lift Refurbishment Project, one of the most significant projects currently within the Major Works Programme.

The project is progressing through the procurement phase and is currently mid-tender. Officers are undertaking a detailed evaluation of submissions, with a particular focus on ensuring that the preferred solution delivers the required quality, technical expertise and long-term value whilst remaining within the approved budget envelope. Subject to completion of the evaluation process, it is anticipated that an appointment recommendation will be brought forward shortly, enabling the project to move into its next stage of development.

The refurbishment of the tower lifts remains a critical project for the Estate, responding to the age and condition of the existing lift infrastructure and ensuring that these important assets remain reliable, safe and capable of meeting residents' needs for decades to come.

Lift Reliability and Interim Electrical Repair Programme

Alongside the Tower Lift Refurbishment Project, the Board has also considered the growing challenges associated with lift reliability across the terrace blocks. Many of the electrical control systems serving these lifts have now exceeded their intended design life and are becoming increasingly difficult to maintain due to obsolete components, supply chain constraints and prolonged repair times.

To address these immediate challenges, officers have developed proposals for a Lift Electrical Repair Framework which would provide a targeted programme of electrical component replacement to improve reliability in the short to medium term while the longer-term lift modernisation programme is developed. The proposed approach focuses on replacing the most failure-prone electrical systems whilst retaining serviceable mechanical components, providing greater resilience for residents and reducing the risk of prolonged outages.

The Board supports this pragmatic approach, recognising the importance of maintaining lift reliability for residents whilst longer-term investment plans are progressed.

Financial Implications

The current estimated value of the 30-Year Major Works Programme is approximately £261 million. These figures remain indicative and will continue to be refined as projects progress through further survey work, design development and procurement activities.

Detailed financial implications for individual projects will continue to be reported through the appropriate governance processes as schemes develop.

Risk Implications

The Board's work supports the mitigation of several key strategic risks, including:

- Deterioration of ageing building fabric and infrastructure.
- Non-compliance with evolving building safety and regulatory requirements.
- Increasing asset failures and service disruption.
- Reactive maintenance costs.
- Affordability pressures associated with large-scale capital investment.

The development of a structured long-term investment programme provides a proactive framework for managing these risks and supporting informed decision-making.

Conclusion

The Major Works Programme Board continues to make good progress in establishing a strategic, evidence-led approach to the long-term maintenance and renewal of the Barbican Estate.

Alongside the continued development of the 30-Year Major Works Programme, progress is being made on key projects including the Tower Lift refurbishment Project and measures to improve lift reliability across the wider Estate. The Board remains focused on balancing resident needs, affordability, operational resilience and asset stewardship to ensure that the Estate remains safe, sustainable and fit for future generations.

Members are invited to note the work undertaken and the progress made across the Major Works Programme during the reporting period.

Dan Sanders
Director of Property & Estate Management
E: dan.sanders@cityoflondon.gov.uk