Project No.	*Project*	*Current Expected Project Outcome*	*Project Priority*	*Project Manager*	*Current Stage*	*Funding Source*	*Works Pattern*	*Dependencies*	*Contractor & Consultant Details*	*Milestones*
22	Measured Surveys	Ensure there is a comprehensive record of accurate building measurements across the estate.	**H**	GS	Pre-Consultant Tender	City Fund	One-off	N/A	TBC once tender exercises complete.	Completed G1 - Progressing to Tender Preparation
1	Fire Signage - Estate Wide	Ensure fire signage on the Barbican Estate is in line with current statutory, regulatory and fire safety standards.	**H**	GS	Detail Design	City Fund	One-Off	Measured Surveys (22)	Consultant - Ingleton Wood Contractor (Bunyan Signage works) - Guardian Consultancy Fire Engineer - BB7	Schedule of Works due to be completed once confirmation of wayfinding signage locations and designs confirmed by the Conservation Officer and Building Control. Tender documents to be completed once new common parts drawings are available.
7	Electrical Repair of Lifts - (terraced blocks)	Repair the electrical components of the lifts, including the replacement of key electrical components, including control panels, drives, door equipment, wiring, buttons and displays. Upon completion, maintenance frequency, timescales, and costs to be reduced.	**H**	DC	Feasibility	Service Charge	One-Off	N/A	TBC once tender exercises complete.	Anticipated programme to be developed with lift consultant.
8	Lobby Refurbishment - Shakespeare	Provide a newly refurbished Shakespeare Tower Lobby. Lobby to have improved aesthetics, lighting levels, traffic flows, security, parcel management and porter comfort.	**L**	WR	Detail Design	Service Charge	One-off	N/A	Architect - Paolo Cossu Architects	Listed Building Consent received and now tender documents being prepared. Programme to be reviewed once tender documents finalised.

Project No.	*Project*	*Costs*	*Programme (RIBA Stage 1 - 6)*	*H&S Project*	*Current Notes*	*Next Steps*
22	Measured Surveys	£700,000	Preliminary Dates: Commence Jan 27 Completion Apr. 27	Y		- Preparation of Tender and appointment of consultants in progress
1	Fire Signage - Estate Wide	£300,000 - £700,000 (estimate) Need to be custom made signs following Listed Building Consent conversations. Limited benchmarking until we have a variety of signs made up.	Preliminary Dates: Commence Apr. 27 Completion Oct. 27	Y	- Ingleton Wood completed surveys. - Guardian Consultancy started works in Bunyan. Works now on hold whilst discussions with residents are revisited. - Due to evolved scope (following regulation change), likely need to submit Section 19 notice for LBC for directional signage. - Building Control happy we can proceed without any notification, and using font/typeface of the LBC. - Continue with Bunyan to complete signs that are known as necessary, balcony signage to be reviewed and included if necessary. - Presentation made to MWPB January 2026. - The company producing the sample signs have visited site 11/09/26 to carry out surveys of the existing signs so they can then make up the bespoke sample signs for statutory approval - Meeting with Ingleton Wood, Conservation Officer and sign contractor 09/09/26 to review samples. - Conservation officer has chosen the sample sign and has asked for a full sized graphic of directional signs to be made up so he can assess the aesthetic in-situ. Standard signs with revised font to be produced for review.	- Engagement exercise with residents to be rerun to cover new signs not included in LBC. - New floor plans/elevation drawings to be produced where current drawings are known to be incorrect. - Ingleton Wood & BB7 in discussions with CoL Conservation & Building Control over additional signage requirements. - Town Hall event to be held in Winter 2026 following confirmation of wayfinding signage designs and locations have been approved by conservation. - G1 & G2 to be submitted to RCC & BRC. - Awaiting final comments from Tommy Roberts (Conservation Officer). - New LBC submission required - Progress is dependent upon the completion of measured surveys anticipated to be April 2027.
7	Electrical Repair of Lifts - (terraced blocks)	Budget costs to be developed with lift consultant (Ilecs Lift Consultants).	Preliminary Dates: Commence April. 27 Completion April. 28	N	- Intention is to obtain approval to complete the electrical refurbishment on all lifts. Parts to be retained from these lifts, to be utilised as required in wider lifts when repairs are required. - A paper was presented to June/July RCC/BRC.	- Preparation of Tender documents for Lift Consultants in progress (December 2026). - DC to prepare a programme (road map) for the next six months. - DC to seek Working Party participants.
8	Lobby Refurbishment - Shakespeare	Architect - £15k Construction etc. tbc.	Preliminary Dates: Commence May 27 Completion August 27	N	- Initial s.20 completed by DC in November 2024. Observations Response issued October 2025. - Statutory Stakeholders have confirmed limited risk based on proposals. - Planners are awaiting the Architects latest designs for incorporating into planning submission - Architect reviewing designs following site meeting. Revised specification to be provided. - MEP survey of lobby being progressed. - Indicative programme to be prepared. - Conditional Listed Building Consent received.	- WR to prepare tender documents with input from Paulo Cossu Architects.

Project No.	*Project*	*Current Expected Project Outcome*	*Project Priority*	*Project Manager*	*Current Stage*	*Funding Source*	*Works Pattern*	*Dependencies*	*Contractor & Consultant Details*	*Milestones*
2	Fire Doors - Estate Wide	Ensure fire doors on the Barbican Estate that directly impact primary escape routes are in line with current statutory, regulatory and fire safety standards.	**H**	GS	Detail Design	City Fund	One-Off	N/A	Phase 1 Architect - Reform Architects Fire Engineer - BB7 Planning Consultant - Grade Planning Heritage Consultant - Heritage Information Contractor - Gerda Security Products	Phase One technical design 100% completed. Listed Building Consent Application to be submitted following town hall event. Application for BSR to follow Listed Building Consent. Anticipated contractor to commence onsite summer 2027.
3	Building Envelopes including roofs, windows, balconies and rainwater goods	Ensure that the building envelopes of the relevant Houses are wind and water tight and that appropriate repair and maintenance methodologies are agreed, documented and implemented	**H**	GS	Pre-Consultant Tender	TBC following Expert Witness review.	One-Off	Measured Surveys (22) Expert Witness - Ben Jonson House (10)	TBC once tender exercises complete.	TBC. Tender preparation for consultants
7	Barbican Podium - Phase 2	Ensure that the Barbican Podium public realm (Phase 2) is renewed to a high standard with new paving, drainage, street furniture and landscaping.	**H**	PM to be appointed	Detail Design	City Fund	One-Off	N/A	Consultant - Atkins & Stace Contractor - Maylim	Court of Common Approval for Stage 5 is on 3 December 2026. Execute contract with contractor in January 2027. Commence on site Autum 2027.

Project No.	*Project*	*Costs*	*Programme (RIBA Stage 1 - 6)*	*H&S Project*	*Current Notes*	*Next Steps*
2	Fire Doors - Estate Wide	£20,000,000 for all 5 phases.	Preliminary Dates: Commence Aug. 27 Completion Dec. 31	Y	- Listed Building Consent will be required. - Project will need to go through Building Safety Regulator. - Ahead of works, condition surveys will need to be done in flats. - Survey of services penetrations through floors in cupboards undertaken. - Presentation to MWPB completed November 2025. - Factory visit held 17/02/26 to review fire door. - Side panel door failed its fire test, the material was found to be defective not the design. - The side panel door will be retested in Autum 2026. - Concerns around ductwork being reviewed by BB7. - Sample door & light fitting to be available for Town Hall event. - Procurement written to asking if current design / consultant team can be employed for subsequent phases to prevent loss of knowledge, consent declined. - GS produced an issues report to obtain additional monies for Phase 1 (Installation) and consultants and contractor for Phase 2, was approved at BRC on 11 May 2026. - Town Hall 6th May at St Giles. Receipt of comments and observations following the Town Hall Exhibition. These observations have fed into the LBC and amended detailed design. - Fire Door was displayed in St Giles until the 18 May (following Town Hall).	- Observations reviewed and only outstanding item is size of the doorknob. - Investigating whether we can have a 60mm doorknob. - Conversation to be had with utilities companies (BT etc.) regarding maintaining fire door integrity during utilities works post fire door completion. - Working on BSR application. Meeting 18/08 with Mo on what existing electronic information we have. - Existing approval documents sent to RASC Clerk to get monies released in September. - Lining up measured surveys of each door opening. - DTM w/c 07/09. - Eton (asbestos contractors) attending 04/09 to survey sample doors and advise the level of survey required and expected cost for this. - Budget costs for Phase 1 expected by 14.09.26. - Looking to commission fire strategies for the tower blocks separately to try and speed up production of Gateway 2 Document. Meeting set up with Procurement. - To investigate electronic data management of doors as part of BSR application.
3	Building Envelopes including roofs, windows, balconies and rainwater goods	£47,500,000 for whole project.	TBC	N	- Project to include roofs, balconies, and drainage. - Windows already in up to G2 approval. Scope increased to include roofs, balconies, and drainage. - G1 & G2 approvals received on increased scope. - MWPB have requested tender exercise be peer reviewed - Roof work will fall under BSR requirements. - Ad hoc urgent water penetration repairs still being progressed. - Issues report to combine Roofing and windows project into a single External Envelope Project submitted to DCCS Portfolio Board on 13.03.26.	- Confirmation of the funding of this programme is awaited (percentages to City Fund & Leaseholders). It is dependent on the results of the Expert Witness Review.
7	Barbican Podium - Phase 2	£37,000,000	RIBA Stage 4	Y	- Preparing the report to go to committee in September 2026 - Stage 5 paper is to be submitted to 7 committees between September and December 2026.	- Court of Common Council will consider approval for Stage 5 on 3 December 2026. - Execute contract with contractor in January 2027. - Commence on site Autum 2027.

Project No.	*Project*	*Current Expected Project Outcome*	*Project Priority*	*Project Manager*	*Current Stage*	*Funding Source*	*Works Pattern*	*Dependencies*	*Contractor & Consultant Details*	*Milestones*
5	Lift Major Modernisation - Tower Blocks (Phase One)	Complete a major modernisation of the existing lifts within the Tower Blocks. Lifts to brought up to current regulation standards where possible. Upon completion, maintenance frequency, timescales, and costs to be reduced.	**H**	WR	Pre-Consultant Tender	Service Charge	One-off	N/A	TBC once tender exercises complete.	Target to be in contract with consultant for design development late 2026. Target construction programme (October 2027- October 2030) under review with Procurement and subject to updates following appointment of consultant.
6	Lift Major Modernisation - Wider Estate (Phase Two)	Complete a major modernisation of the existing lifts across the wider estate (excluding Tower Blocks). Lifts to brought up to current regulation standards where possible. Upon completion, maintenance frequency, timescales, and costs to be reduced.	**M**	WR	Pre-Consultant Tender	Service Charge	One-off	Electrical Refurbishment of Lifts - (terraced blocks) (7)	TBC once tender exercises complete.	Works to follow on from Phase One and the Electrical Repair of Lifts - (terraced blocks). Programme to be confirmed once firm programmes known for both of these projects.
21	Mechanical & Electrical Infrastructure	Ensure M&E infrastructure is in good repair and condition.	**H**	PM to be appointed	Ongoing	Service Charge	One-Off	N/A	TBC once tender exercises complete.	TBC subject to surveys.
9	Paving Relaying - Thomas More Garden	Address trip hazards present from uneven pavers.	**H**	DC	Pre-Tender	Service Charge	One-Off	N/A	TBC subject to tender exercise completion.	TBC
4	Canopy - Brandon Mews	Provide an agreed and desired solution to the canopy of Brandon Mews, addressing concerns raised around the age and visual condition of the existing canopy.	**L**	WR	Feasibility	Service Charge	One-off	N/A	**Feasibility** Architect - Avanti Architects	- Updated Feasibility expected October 2026.
12	Redecoration - Frobisher Crescent	To protect the fabric of the buildings & ensure the visual appearance of Frobisher Crescent is in line with expected standards by completing cyclical redecoration works.	**M**	DC	Feasibility	Service Charge	Cyclical	Frobisher Louvres & EWFRA (17)	TBC once tender exercises complete.	Works targeted for late summer 2026.
14	Redecorations (Internal) - Estate Wide (2027 - 2028)	To protect the fabric of the buildings & ensure the visual appearance of the Estate is in line with expected standards by completing cyclical redecoration works.	**M**	PM to be appointed	Feasibility	Service Charge	Cyclical	N/A	TBC once tender exercises complete.	TBC subject to initial review on scope requirements and phasing.

Project No.	*Project*	*Costs*	*Programme (RIBA Stage 1 - 6)*	*H&S Project*	*Current Notes*	*Next Steps*
5	Lift Major Modernisation - Tower Blocks (Phase One)	Budget Costs are: £5,905,750 for 3No. tower blocks.	Preliminary Dates: Commence Oct. 27 Completion Oct. 30	N	- Tower Group meetings being held at suitable project intervals next meeting to be held Autum 2026. - G1 & G2 approvals in place. - S.20 notice issued out for Towers with FAQ sheet. - Consultant Tender returns received & evaluated (Inc. resident involvement). - CAT Board approval received Feb 2026. - Agreed with Procurement to run Two Stage Tender. - Stage 2 Tender Return 22nd May. - Stage 2 Tender Decision Paper presented to July BRC.	- Section 20 Notice of Estimates to be issued in w/c 14/09/26. The Section 20 will be presented to MWPB on 16/09/26.
6	Lift Major Modernisation - Wider Estate (Phase Two)	Budget Costs were £9,832,000 for wider estate (excluding tower blocks). These will be refined to reflect the impact of the Electrical Repair of Lifts programme.	Preliminary Dates: Commence Oct. 28 Completion Oct. 33	N	- Phase 2 project to incorporate all of the low rise blocks (everything excluding the 3No. towers). - Phase 2 to follow Phase 1 and and the Electrical Repair of Lifts - (terraced blocks).	- Phase 2 Lift Group to be set up in due course. - Prepare Tender documents for Lift Consultants
21	Mechanical & Electrical Infrastructure	TBC subject to surveys.	Preliminary Dates: Commence Dec. 26 Completion TBC	Y	- Mechanical & Electrical infrastructure review and upgrade works required as part of ongoing planned preventative maintenance.	- Detailed surveys to be scoped, costed and undertaken.
9	Paving Relaying - Thomas More Garden	Budget Costs are: £100,000	TBC	Y	- Funding approved for project for financial year 2025/2026. - Works need to be completed by end of financial year (April 2027)	- Carry over of funds being requested and has been approved.
4	Canopy - Brandon Mews	**Feasibility** Architect - £36k initial fee + £2,250 uplift for additional option review.	TBC	N	- Scheme being split from wider Building Envelopes project. - Stakeholder consultation presentation and meeting held with Brandon Mews residents and MWPB on 24th November.	- Option costs received including lifecycle costs. - To set up a meeting with Avanti, Brandon Mews residents and MWPB to discuss outcome of report. - Avanti are required to make a recommendation as to which option they would recommend. - QS to be in meeting to explain how they built up costs. - WR continuing to chase Avanti.
12	Redecoration - Frobisher Crescent	TBC	TBC	N	- Barbican Centre have confirmed they have required funding for project. - Quote received from McLoughlin. - Procurement have stated we cannot add these works as an instruction to McLoughlin's existing contract. Additional quotes required.	- Tender documents to be prepared for works. - Awaiting confirmation from Building Control on whether its decorative or building fabric - Dependent on whether Louvres require any repair or remedial works.
14	Redecorations (Internal) - Estate Wide (2027 - 2028)	TBC subject to initial review on scope requirements and current budget costings.	TBC	N	- Cyclical internal redecoration works are carried out across the estate.	- Programme to be prepared for redecoration cycle.

Project No.	*Project*	*Current Expected Project Outcome*	*Project Priority*	*Project Manager*	*Current Stage*	*Funding Source*	*Works Pattern*	*Dependencies*	*Contractor & Consultant Details*	*Milestones*
15	Redecorations (External) - Estate Wide (2027 - 2028)	To protect the fabric of the buildings & ensure the visual appearance of the Estate is in line with expected standards by completing cyclical redecoration works.	**M**	PM to be appointed	Feasibility	Service Charge	Cyclical	N/A	TBC once tender exercises complete.	TBC subject to initial review on scope requirements and phasing.
16	Internal Carpeting	Ensure those carpets which are the responsibility of the Freeholder are up to the expected standards of the estate.	**M**	PM to be appointed	Feasibility	Service Charge	Cyclical	N/A	TBC once tender exercises complete.	TBC subject to review on current position and phasing.
17	Frobisher Louvres & EWFRA	Determine and document the fire safety requirements of the external façade of Frobisher Cresent, including any required repair and remedial works that may be required.	**H**	DC	Pre-Commencement	Service Charge	One-Off	N/A	TBC once tender exercises complete.	Anticipate works to be complete by end of calendar year.
18	Wet riser valve replacement - Towers	Ensure the wet risers function appropriately, can be tested properly, and address issue where water ingress occurs during routine testing and maintenance.	**M**	PM to be appointed	Feasibility	Service Charge	One-Off	N/A	Sureserve	TBC
19	Compartmentation - Frobisher Crescent	Ensure residential floors are adequately fire stopped.	**H**	WR	Post-Completion Making Good	TBC	One-Off	N/A	Guardian - Contractor CoL - Building Control	Discussions with CoL Building Control with the file to be re-opened Fire Engineer to be appointed.
20	In House Repairs and Maintenance	Bring the Repairs and Maintenance contract in-house.	**H**	DC	Post-Completion	Service Charge	One-Off	N/A	Contractor - Elkins (temporary basis until R&M is in house)	In house Service commenced on 1 September 2026.

Project No.	*Project*	*Costs*	*Programme (RIBA Stage 1 - 6)*	*H&S Project*	*Current Notes*	*Next Steps*
15	Redecorations (External) - Estate Wide (2027 - 2028)	TBC subject to initial review on scope requirements and current budget costings.	TBC	N	- Cyclical external redecoration works are carried out across the estate.	- Programme to be prepared for redecoration cycle.
16	Internal Carpeting	TBC subject to review on phasing and current position.	TBC	N	- Replacement of carpets in communal areas are undertaken on a cyclical basis across the estate.	- Programme to be prepared for carpet replacement cycle.
17	Frobisher Louvres & EWFRA	£ 18,000.00	TBC	Y	- 3No. quotes received and reviewed.	- Most competitive quote being accepted and appointment to be agreed. - BEO to have a EWFRA carried out. May potentially seek to replace cladding with a non combustible material, in lieu of the timber cladding.
18	Wet riser valve replacement - Towers	£ 240,000.00	TBC	N	- Agreed with MWPB works need to proceed. Works will form part of the Major Works Programme. - Pressure tests and flow have been carried out on Lauderdale and Cromwell by Sureserve, with pressure and flow rates within statutory requirements. Tests to be carried out on Shakespeare following the repair works to the diesel pump	- To be progressed as part of the Major Works Programme. - Pressure tests and flow tests carried out and both Cromwell and Lauderdale have achieved statutory requirements. - Diesel pump to Shakespeare to be repaired and a pressure and flow test will follow repair. The back up electrical pump to Shakespeare is operating.
19	Compartmentation - Frobisher Crescent	TBC on Fire Engineer investigations.	TBC	Y	- Outstanding elements of firestopping noted from previously complete compartmentation project. - Discussions held with Building Regulations Approvers on outstanding works. - Meeting held between WR and Frobisher House Group Chair on the 25/11. - Contractor from works has provided a summary of why project was left with outstanding works (access issues). - BEO held discussions with CoL Building Control to reopen the file application. Building Control have confirmed that the file will be reopened.	- ED and DS met with Mark from CoL Building Control. - Monthly meetings to be set up with Mark. - Best option is to review mitigation strategies. - WR to determine what problems were and how to mitigate. Review with Guardian and get a Fire Engineer on board. - Quotes sought from 3No. Fire Engineers. Quotes received from 2. To proceed on basis remaining fire engineer is not quoting.
20	In House Repairs and Maintenance	TBC	N/A	N	- Elkins were providing repair and maintenance service on a temporary basis until the in house repairs team is established. Elkins demobilised in August 2026.	-The Repair & Maintenance service came inhouse on 1 September 2026. - Project Closure Report to be prepared.

Project No.	*Project*	*Current Expected Project Outcome*	*Project Priority*	*Project Manager*	*Current Stage*	*Funding Source*	*Works Pattern*	*Dependencies*	*Contractor & Consultant Details*	*Milestones*
10	Expert Witness - Ben Jonson House	Report that provides an expert opinion on the apportionment of liability for the condition of the fabric of Ben Jonson House, taking into account the work undertaken in 2002/6 to resolve the structural defects, the repairs and maintenance since then, and the management of warranties	**H**	ED/WR	Ongoing	City Fund	One-Off	N/A	Expert Witness - Hawkins	Report expected September or October 2026.
11	Roof waterproofing temporary repairs - Postern (9&10)	Prevent issues of water penetration from occurring.	**L**	DC	Complete	City Fund	One-Off	N/A	Contractor - Elkins	Complete.
13	Redecorations (2020 - 2025) - Estate Wide	To protect the fabric of the buildings & ensure the visual appearance of the Estate is in line with expected standards by completing cyclical redecoration works.	**L**	WR	Post-Completion	Service Charge	Cyclical	N/A	Mcloughlin Decorating Limited	Works complete. Financial assessment being undertaken. Close out report expected early 2027.

Project No.	*Project*	*Costs*	*Programme (RIBA Stage 1 - 6)*	*H&S Project*	*Current Notes*	*Next Steps*
10	Expert Witness - Ben Jonson House	£194,000.00	Complete	N	- Hawkins instructed to act as Expert Witness. - Purchase Order provided. - Kick off meeting held 18/11/2025.	- Waiting for Hawkins Report to be issued (expected in September or October 2026)
11	Roof waterproofing temporary repairs - Postern (9&10)	£27,000.00	Complete	N	- Works complete.	- Complete, waiting on warranty. - Project Closure Report to be prepared.
13	Redecorations (2020 - 2025) - Estate Wide	£3,401,000	Complete	N	- Works complete. - JN has left The City so WR is reviewing total project costs. - WR completed a review of lessons learnt for inputting into completion report. - For Information report presented to April/May RCC/BRC on the lessons learnt.	- Project Closure Report (Stage 6) to be issued for to RCC/BRC in spring of 2027.

Project Priority	Professional definition
HIGH (RED) — H	Mandatory or critical work requiring priority action because there is an identified or credible statutory, regulatory, lease/freeholder, fire, health and safety, or serious asset-performance risk.
MEDIUM (AMBER) — M	Necessary planned work where no immediate unacceptable risk or pressing compliance breach has been identified, but deterioration, changing requirements or continued delay could raise the priority to High.
LOW (GREEN) — L	Low-current-risk, discretionary, enhancement or previously agreed work with limited present statutory, lease/freeholder or health and safety imperative.