Committee(s): Residents Consultation – For Information Barbican Residential – For Information	**Dated:** 26/10/2026 16/11/2026
Subject: Major Works Programme Board	**Public**
This report: Provides the Major works Programme Board updates	The report includes information on the Barbican Major Works Programme 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 – Director of Property & Estate Management	

Purpose of the Report

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

The Board's primary focus remains the 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. Particular attention is being given to balancing investment in ageing infrastructure with affordability, resident impact, operational resilience 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 progress on the Tower Block Lift project, Terrace Lift project, project management resourcing and other key workstreams.
- Support the continued development and implementation of the Major Works Programme.

Main Report

1.) Senior Project Management Resourcing

Following committee approval, recruitment commenced for three Senior Project Manager positions. Two appointments were successfully made: Will Roberts through

internal promotion and Graham Sheret, who transitioned from a contractor role to permanent employment.

The third vacancy could not be filled to the required standard, given the quality of candidates received.

A further recruitment exercise is planned to secure three additional Senior Project Managers to support the capital works programme, two of which will be funded by the City of London Corporation, alongside a Project Manager to backfill Will Roberts' previous position. Interviews are anticipated to commence in late 2026 or early 2027.

2.) Tower Block Lift Project

Significant progress has been made towards appointing a specialist consultant for the Tower Block Lift project.

The wording of the Section 20 consultation notices was agreed on 20 September 2026. The notices are being prepared for issue to leaseholders, accompanied by a covering letter explaining the consultation process, the notice of proposal and the associated proposal documents.

The Porters have been briefed and provided with copies of the notices but have been asked not to distribute them, as hard copies will be sent directly to leaseholders. They will be kept informed of progress, with further engagement planned following the consultant's appointment.

Following discussions with Procurement, the anticipated timetable is as follows:

Milestone	Target date
Section 20 consultation closes	4 November 2026
Approval of tender award	11 November 2026
Outcome letters issued	12 November 2026
End of standstill period	20 November 2026
Consultant appointment	23 November 2026

The timetable remains subject to the consultation and procurement processes proceeding as planned. Officers and Procurement consider the risk of a challenge to the tender outcome to be low, given the detailed evaluation undertaken and the intention to award in accordance with the tender scoring.

3.) Terrace Lift Project

Procurement documentation is being prepared to appoint a specialist consultant for the Terrace Lift project. The project will address ageing lift electrical systems, many of which are between 22 and 28 years old. Parts are increasingly difficult to source, while breakdowns and outage times are increasing.

The planned works will replace key electrical components, including control panels, drives, door equipment, wiring, buttons and displays. Delivery is expected to take place over three to four years.

To ensure meaningful resident involvement, officers are preparing a call for volunteers to recruit 6 to 8 residents to participate in a resident working party. The working party will provide input on the scope of works, programme, prioritisation, disruption management, communications, quality and costs.

One or two of the working party members will also have the opportunity to participate in the evaluation of consultant and contractor tenders, with appropriate support provided.

Applications are being sought from residents with a range of skills and experiences, including building services, construction, project management, communications, legal matters, finance and procurement. Residents who rely on the lifts daily, including those with mobility needs or caring responsibilities, are particularly encouraged to participate.

Dear Resident,

The Barbican Estate Office is starting a programme of electrical repair works to the lifts across the Terrace Blocks. We are looking for six to eight residents to join a resident working party to help us shape and oversee the works.

What the works involve

Most of the lift electrics in the Terrace Blocks are between 22 and 28 years old. Parts are becoming harder to source, and breakdowns are more frequent and outage times are extending. Over the next three to four years, we plan to replace the main electrical components in each lift, including the control panels, drives, door equipment, wiring and the buttons and displays in the lift car and on each landing.

We are first appointing a specialist lift consultant to design the works and manage the contractors on our behalf. We will then appoint the contractors through a separate tender. Service charge payers will receive formal consultation notices about both at the relevant time.

What the resident working party will do

The working party will give residents a direct voice on the works. Members will:

- *Comment on the scope and requirements of the works*
- *Review and comment on the programme, the prioritisation of the work, and how disruption is managed*
- *Help us get resident consultation and communication right*
- *Receive regular updates on progress, quality and costs*
- *Raise issues on behalf of residents in their block*

Once the working party is set up, members will also nominate one or two of their number to sit on the panels that evaluate the tenders for the lift consultant and, later, the contractors. This will involve reading and scoring tender submissions and attending interviews, with training and support provided if necessary. Relevant experience in building services engineering would be helpful for this role.

Who we are looking for

We want the working party to bring together a range of skills and experience, and we would encourage residents from all backgrounds to come forward. We would particularly like to hear from residents with experience in:

- *Building services engineering*
- *Surveying, construction, or project management*
- *Communications or stakeholder engagement*
- *Legal or contractual matters*
- *Finance*
- *Procurement*

Technical knowledge is not essential. We especially welcome residents who rely on the lifts day to day, including those with mobility needs or caring responsibilities, as your experience will help us plan the works around the people who use them. Leaseholders and City of London tenants are welcome to apply.

Time commitment

We expect the working party to meet quarterly, although this may fluctuate depending on the stage which works are at. Meetings will be in person at the Estate Office or online, lasting about 90 minutes. The tender panel role involves additional time in January and February 2027 to evaluate the consultant tender, and more time in the summer to evaluate the contractor tender.

How to volunteer

Please email daniel.castle@cityoflondon.gov.uk or write to Daniel Castle, Barbican Estate Office, 3 Lauderdale Place, London, EC2Y 8EN, by 30 October 2026.

Please include your name, flat and block, and a personal statement of no more than 300 words. Your statement should tell us:

- *Why you would like to join the working party*
- *Which areas of experience listed above apply to you, if any*
- *Any other skills or experience you would bring, including your experience of using the lifts*

Joining the working party does not affect your right, or any other leaseholder's right, to make observations during the formal consultation. Your details will only be used to set up the working party, in line with the City of London Corporation's privacy notice.

How members will be selected

Working party members will be selected by the resident members of the Major Works Programme Board (MWPB), the board that oversees major works on the estate. The MWPB will select six to eight residents, based on the personal statements received. Across the working party, it will aim for a balance of skills and experience.

4.) Brandon Mews Canopy

Following discussions with the Brandon Mews House Group in December 2025, it was agreed that further information was required to assess the options appraisal prepared by Avanti, particularly the whole-life costs of the proposed canopy solutions.

Avanti subsequently engaged Stace to undertake this work, and the lifecycle cost information has now been received.

Officers will review the findings and arrange a further meeting with the Brandon Mews House Group and the Major Works Programme Board before the end of 2026 to consider the options and inform the next steps.

5.) Redecoration Project – Lessons Learned

As reported through the 2025/26 service charge accounts, £238,673 in project management fees is being refunded to leaseholders following recognition that aspects of the project management arrangements and oversight of the previous redecoration programme did not meet the expected standard.

Officers are finalising the draft lessons-learned document that was presented earlier in the year. This will identify the shortcomings of the previous programme and establish measures to prevent similar issues arising in future projects. The document will be presented to the Major Works Programme Board and subsequently to the Residential Consultation Committee (RCC) at their next meetings.

Willoughby House experienced particularly significant issues during the redecoration project, which are being addressed through a separate project. For the remaining blocks, any identified defects or remedial works will be incorporated into the next redecoration programme.

6.) 30-Year Major Works Programme - Financial Implications

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

The programme's scale reinforces the importance of robust project oversight, effective procurement and appropriate cost management to ensure that investment is prioritised and delivered efficiently.

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 infrastructure: through planned investment, renewal and lifecycle management.
- Regulatory non-compliance: by incorporating statutory obligations and building safety requirements into project planning and delivery.
- Asset failures and service disruption: through proactive maintenance and the replacement of ageing building systems.
- Increasing maintenance costs: by reducing reliance on reactive repairs through planned investment.

- Affordability pressures: through long-term financial planning, prioritisation and robust procurement.

- Project delivery and governance risks: through improved project oversight, lessons learned and meaningful resident engagement.

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

Conclusion

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

Progress is being made across key workstreams, including the Tower Block Lift project, the Terrace Lift project, recruitment of additional project management resources and the review of options for the Brandon Mews canopy. Lessons from the previous redecoration programme are also being captured to strengthen future project delivery and oversight.

The Board remains focused on balancing resident needs, affordability, operational resilience and effective 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.

Appendix

Appendix 1 – Major Works Programme Project Tracker

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