



## Barbican Estate Residents Consultation Committee

**Date:** MONDAY, 7 SEPTEMBER 2020

**Time:** **5.30 pm - VIRTUAL MEETING VIA TEAMS \*\* PLEASE NOTE START TIME \*\***

**Members:**

Christopher Makin - Chairman	Mark Bostock - Frobisher Crescent
Adam Hogg - Deputy Chairman	Guy Nisbett- Speed House
Ted Reilly - Deputy Chairman	Jane Samsworth - Defoe House
Gordon Griffiths - Bunyan Court	Fiona Lean - Ben Jonson House
Jane Smith - Barbican Association	Rodney Jagelman - Thomas More House
John Taysum - Bryer Court	Mike Cribb - Andrewes House
Janet Wells - John Trundle House	Nadia Bouzidi - Gilbert house
John Tomlinson - Cromwell Tower	James Ball - Brandon Mews
Mary Bonar - Wallside	Joe Reeves - Mountjoy House
Fred Rodgers - Breton House	Tim Hollaway - Lambert Jones Mews
David Graves - Seddon House	
Sandy Wilson - Shakespeare Tower	
Prof. Michael Swash - Willoughby House	
David Lawrence - Lauderdale Tower	

**Enquiries:** Julie Mayer - tel.no.: 020 7332 1410  
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### Accessing the virtual public meeting

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This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
Town Clerk and Chief Executive

## **AGENDA**

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**

To approve the minutes of the Barbican Residents' Consultation Committee (RCC) held on 2<sup>nd</sup> March 2020.

**For Decision**  
(Pages 1 - 8)
4. **BARBICAN ESTATE OFFICE RECOVERY PLANNING COVID-19**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 9 - 24)
5. **CONCRETE REPAIRS TO THE BARBICAN ESTATE - GATEWAY 6 - OUTCOME REPORT**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 25 - 34)
6. **2019/20 REVENUE OUTTURN (EXCLUDING THE RESIDENTIAL SERVICE CHARGE ACCOUNT)**

Report of the Chamberlain and Director of Community and Children's Services.

**For Information**  
(Pages 35 - 40)
7. **RELATIONSHIP OF THE BARBICAN RESIDENTIAL COMMITTEE OUTTURN REPORT TO SERVICE CHARGE SCHEDULES**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 41 - 52)
8. **'YOU SAID; WE DID' (OUTSTANDING ACTIONS LIST)**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 53 - 54)
9. **SALES AND LETTINGS UPDATE**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 55 - 58)

10. **UPDATE REPORT**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 59 - 64)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

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## BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE

Monday, 2<sup>nd</sup> March 2020

Minutes of the meeting held at Guildhall at 6.30 pm

### Present

### Members:

Christopher Makin (Chairman)	Mark Bostock - Frobisher Crescent
Ted Reilly (Deputy Chairman)	Heather Hawker - Speed House
Adam Hogg (Deputy Chairman)	Jane Samsworth - Defoe House
Derek Penney - Bunyan Court	Fiona Lean - Ben Jonson House
Jane Smith - Barbican Association	Rodney Jagelman - Thomas More House
John Tomlinson - Cromwell Tower	Mike Cribb - Andrewes House
Fred Rodgers - Breton House	Nadia Bouzidi – Gilbert house
Sandy Wilson - Shakespeare Tower	James Ball - Brandon Mews
Prof. Michael Swash - Willoughby House	Joe Reeves - Mountjoy House
David Lawrence - Lauderdale Tower	Tim Hollaway - Lambert Jones Mews

### In Attendance

Michael Hudson – Chairman, Barbican Residential Committee  
Mary Durcan – BRC Member  
William Pimlott – BRC Member  
Helen Fentimen – BRC Member

### Officers:

Paul Murtagh	- Assistant Director, Barbican and Property Services, Community and Children's Services
Helen Davinson	- Community and Children's Services
Michael Bennett	- Community and Children's Services
Jason Hayes	- Community and Children's Services
Barry Ashton	- Community and Children's Services
Julie Mayer	- Town Clerks

### 1. APOLOGIES

Apologies were received from Gordon Griffiths (Bunyan Court), who was represented by Derek Penney and David Graves (Seddon House).

### 2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

### 3. MINUTES AND MATTERS ARISING

#### 3.1 Meeting of the Barbican RCC on 2 December 2019

RESOLVED, that – the minutes of the meeting held on 2 December 2019 be approved.

#### 3.2 Annual General Meeting of the RCC on 20 January 2020

RESOLVED, that – the minutes of the AGM held on 20 January 2020 be approved.

#### Matters arising

##### Proposal to increase Barbican garden funding

A member of the Gardens Advisory Group confirmed that funding for the proposal for 1 full time equivalent (FTE) post, for 2 years at £25,000 per annum, was available from the Department of Open Spaces, in line with monitoring the amended Internal Service Level Agreement. At the RCC's AGM, Members had commended the work of the Gardens Advisory Group. The proposal was therefore moved and seconded and, on being put to a vote, it was carried with 3 abstentions. Some Members stated that they would have liked more time to consult their respective House Groups and that the proposal should have been a separate item on this agenda.

##### Barbican Future Strategy

In response to a challenge to the draft minutes, there was a consensus that they were a true reflection of the discussion, pending the approval of the Terms of Reference. The Deputy Chairman confirmed that they had now been amended, following a suggestion from Brandon Mews House, and were ready for circulating to RCC Members, ahead of formal approval at the next meeting. Members also noted that the Terms of Reference had been approved by the Barbican Association General Council (BAGC).

##### Barbican Residential Committee (BRC) Minutes from 16<sup>th</sup> December 2019

Members noted the draft BRC Minutes from 16<sup>th</sup> December. The draft public minutes from the Corporate Asset and Procurement Sub Committees had also been circulated with these minutes. Members were reminded that these Sub Committees has received Resolutions from the BRC in respect of; (1) The budget for maintenance of the highwalks and; (2) Energy saving initiatives.

*Members noted with disappointment that the RCC resolution on managing expenditure had not been accepted.*

### 4. 'YOU SAID; WE DID' - ACTIONS LIST

Members received the 'You Said; We Did' outstanding actions list.

There was some discussion about anti-social behaviour and Members noted that the Police were likely to take action only if the behaviour escalated to criminal activity. Some residents were particularly concerned about parkour cyclists and free skaters in those areas without CCTV. Members challenged

whether the City of London Corporation's documents which promoted a '*well managed and safe public realm*' were actually fulfilling this aspiration?

The Assistant Director stressed that concierges and car parking attendants were not security guards. Members noted that one member of staff had been verbally attacked after challenging anti-social behaviour. The Assistant Director reminded Members of his duty of care to staff and could not put them at risk. Members also noted that this matter was a high priority for the Barbican Association Security Committee, which is chaired by a local Ward Member and Member of the BRC.

RESOLVED, that – the report be noted.

5. **SERVICE LEVEL AGREEMENTS QUARTERLY REVIEW OCTOBER - DECEMBER 2019**

Members received a report of the Director of Community and Children's Services in respect of Service Level Agreements and Key Performance Measures for October to December 2019.

RESOLVED, that – the report be noted.

6. **FIRE SAFETY UPDATE**

Members received a report of the Director of Community and Children's Service which updated Members on the progress made in relation to fire safety matters since the last update report in September 2019.

In respect of the additional Arup survey, the Assistant Director felt that this would provide completeness in respect of ventilation systems and works done by residents to their door sets. Additionally, the desk top reviews would include information on previous fires on the estate and consider the various construction drawings. Whilst there were other factors to consider; i.e. – compartmentation, which would be the subject of a non-public report to the BRC, the Assistant Director stressed that works to the doors could not be delayed. Members noted the recent decision of the Court of Common Council, in respect of the 60 minutes burn time for social housing doors in the City, would also apply to the Barbican Estate.

In respect of funding, the Assistant Director advised that Counsel's opinion had been sought and fire safety works to doors would be an improvement. Therefore, the City of London Corporation would be liable and not Leaseholders.

In concluding, Members commented a comprehensive report and thanked the Chairman of the BRC, Mr Michael Hudson, for his tenacity in this matter.

RESOLVED, that – the report be noted.

7. **PROGRESS OF SALES AND LETTINGS**

Members received a report of the Director of Community and Children's Services which advised them of the sales and lettings, approved under delegated authority, since the last meeting of the Committee.

RESOLVED, that – the report be noted.

8. **THE BARBICAN STRATEGY FOR THE NEXT 50 YEARS - MARCH UPDATE**  
Members received a report of the Deputy Chairman of the RCC which provided an update on the report presented to the RCC in December 2019; recommending that a strategy for the maintenance of, and improvements to, the Barbican Estate be developed. Members noted that a Steering Group had been established and the Terms of Reference agreed, as referred to in 3.2 above. Members noted that the Group would continue to report to the RCC and Barbican Association (BAGC) on their respective areas of responsibility.

RESOLVED, That – the report be noted.

9. **BLAKE TOWER**  
The Assistant Director, Barbican and Property Services had recently met with the Blake Tower Residents Association and Members noted that the position with Redrow had reached an impasse. Members also noted that the City Surveyor continued to survey the communal areas to ensure they were fit for purpose. Whilst the residents and the City Corporation were two separate legal entities, a further meeting was planned to see whether there were any common areas.

10. **BARBICAN ESTATE REDECORATION PROGRAMME 2020-25 - GATEWAY 4 - ISSUE REPORT**

Members received a report of the Director of Community and Children's Services in respect of the Barbican Estate Redecorations Programme for 2020-25. Members had submitted a number of questions in advance of this meeting, which had been responded to and emailed to RCC Members this afternoon, with copies laid around the table. The following questions were raised during the meeting and, whilst some had been covered in the tabled document, the others would be responded to before the BRC Meeting on 16<sup>th</sup> March 2020.

- The main concerns had been in respect of the 30% difference in price between the first and second bidders. Members were reminded that this contractor had been appointed before and residents had been very pleased with the quality of their work. The Assistant Director felt that there was still scope for a discussion with the Contractors, in time for the BRC on 16<sup>th</sup> December, as to why the price had increased significantly since they last tendered.
- Members were assured that procurement regulations had been followed and noted that the City of London Corporation did not just accept the lowest tenderer; in this case it had been 60% quality and 40% price.

However, whilst it was possible to provide a qualitative score, this would require longer and more detailed reports.

- Gilbert House had made some representations directly with the report author; their main concerns had been in respect of overdue works.
- Frobisher Crescent had queried which items had not been included; i.e. scaffolding and shutters.
- Calculations in respect of Thomas More House had been re-issued and further details would be included in letters to residents of all blocks.
- Defoe House would be discussing the report at their forthcoming AGM, as they felt that the economies of scale achieved had been to their detriment. The Assistant Director stressed that there were 21 blocks on the Estate and it would have been impossible to undertake 21 different tender processes. The City of London Corporation had sought a holistic approach to achieving best value for the Estate.
- Following a query from a Member; Officers have subsequently confirmed that charges will be made in the year that the works are due to take place as part of the Estimated and Actual Service Charges.

In concluding, the Chairman asked Members to consider the Q&A document and contact the Deputy Chairman with their feedback that he will consolidate for the BRC.

RESOLVED, That – the report be noted.

**11. FROBISHER CRESCENT BALCONY DRAINAGE SCHEME - GATEWAY 6 - SUMMARISED OUTCOME REPORT**

Members received a report of the Director of Community and Children's Services in respect of the Frobisher Crescent balcony drainage scheme. The Frobisher Crescent Member stressed that the water ingress issue had first been reported in 2014 and concluded in 2019. Therefore, he felt that the 'lessons learnt' section in the report should have contained a sharper analysis of what had gone wrong. Members noted that the Assistant Director had inherited this situation. Furthermore, the City Corporation's Project Sub Committee had recently granted an 'amnesty' in order to formally close down outstanding projects; resulting in this and similar reports being presented to Members. Whilst accepting that there had been some issues in the past in respect of record keeping, the Assistant Director reminded Members that a robust asset register was now in place.

RESOLVED, That – the report be noted.

**12. WORKING PARTY UPDATES**

Members received updates from the Asset Maintenance, Leaseholder Service Charge and Underfloor heating Working Parties.

### **Asset Maintenance**

- In respect of the Condition Survey, Members noted that, so far, only Mountjoy House had been completed.
- The City Corporation confirmed it would support the removal of the Garchey system at tribunal if the economic case was made.
- It was confirmed that should they be removed the space would be made good.
- The Assistant Director agreed to investigate the timeframe for the House Groups to receive the Tower Block lift review reports.

### **Underfloor Heating Working Party**

In respect of the load shift from mid-winter to the 'shoulder' months, Members noted that the questionnaire was ready for circulation and the daily temperature charts would be available shortly. Members noted that, for technical reasons, until the loadshift is completed no other modifications would be made.

Further to the discussion at the City Corporation's Procurement Sub Committee, referred to in 3 above, Members of the Working Party would be consulted on the future procurement of electricity.

### **Leaseholder Service Charge Working Party**

- Member asked for a comparator between the cost of resident engineers and Metwins when attending emergency call outs. Whilst Members felt that the retention of institution knowledge was very important, it was also noted that Arups had demonstrated considerable knowledge of the Estate, as set out in 6 above. Officers confirmed that all incidents of floods and leaks were fully recorded.
- In respect of self-reading electricity meters, Members noted that some were installed within electrical cupboards that are only accessible by the Resident Engineers.

### **13. UPDATE REPORT**

Members received the Director of Community and Children's Services regular update report on issues raised by the RCC and BRC at their meetings in December 2019. It also provided updates on other issues on the Estate.

Members noted that the City Corporation's Port Health and Planning and Transportation Committees were due to receive reports this week on Electrical Vehicle charging. Both reports were public and available on the City Corporation's Web site.

RESOLVED, That – the report be noted.

### **14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

**There were two items of urgent business:**

Vacated Police Station at the foot of Shakespeare Tower

The following was moved and seconded and it was RESOLVED, that – given the lack of community space on the Barbican Estate, the RCC would like to explore the feasibility of the vacated police office at the foot of Shakespeare Tower being used as a community space. The RCC would therefore request that the BRC ask Barbican Estate officers to explore the feasibility of this proposal, in consultation with the RCC and the BA, and report back to Members.

Play facilities in the Thomas More Garden

Some residents had expressed concerns about inconsiderate use of the play facilities in the Thomas More Garden. The residents of Seddon and Thomas More Houses would like to present a report to the next meeting of the RCC, seeking to limit the use of the facilities to 8am to 8pm. The residents drafting the report were asked to send this to the Chairman for circulating to RCC Members for comment.

In response to a query about idling vehicles, Members were advised to report such incidents to the City Corporation's Environmental Health Team.

**The meeting ended at 8.35 pm**

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Chairman

**Contact Officer: Julie Mayer**  
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**Julie.Mayer@cityoflondon.gov.uk**

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<b>Committee(s)</b>	<b>Dated:</b>
Residents Consultation Committee – For Information Barbican Residential Committee – For Information	07/09/2020 21/09/2020
<b>Subject:</b> Barbican Estate Office Recovery Planning COVID-19	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Michael Bennett Head of Barbican Estates	

## Summary

The purpose of this report is to update Members on the progress that has been made by the Barbican Estate Office (BEO) in relation to the COVID-19 pandemic in March 2020 and the Government, Public Health England (PHE) and Town Clerk's advice. This report provides an update on the provision of services during the Government lockdown and subsequent recovery planning.

## Recommendation(s)

Members are asked to note, consider and comment on the report.

## Main Report

### Background

1. In March 2020 the Prime Minister gave the British people a very simple instruction – “you must stay at home”. He confirmed “that the critical thing we must do was to stop the disease spreading between households and that is why people will only be allowed to leave their home for the following very limited purposes:
  - shopping for basic necessities, as infrequently as possible
  - one form of exercise a day - for example a run, walk, or cycle - alone or with members of your household;
  - any medical need, to provide care or to help a vulnerable person; and
  - travelling to and from work, but only where this is absolutely necessary and cannot be done from home”.
2. Following lockdown in March Officers reviewed staff travel and welfare arrangements and the City of London Corporation organised “Key Worker

Status” letters to allow staff to travel to work in order that they could carry out their key worker duties. The ensuing advice from PHE and the Town Clerk was that those staff that could Work From Home should do so. In May the government updated their guidelines on a general return to work specifically for contractors.

3. At the time of writing this report the advice is still that those who can work from home should continue to do so which includes the BEO teams. There were a number of actions and changes to our services during lockdown and as apt of our subsequent recovery planning which are outlined below for each of our Service Level Agreements with residents:

### **Customer Care, Supervision & Management Phase 1 (Lockdown)**

4. One Senior Manager from the BEO team and four Cleaning Supervisors (who assisted in other Estate Services duties) on site each day. This remains ongoing.
5. BEO Reception open between 11am – 2pm Monday to Friday (with one team member additionally carrying out Estate Concierge/Car Park Attendant duties from time to time). This remains the current position.
6. Shielded team members (as highlighted in paragraph 18 below) contacted vulnerable and elderly residents on the Estate on a weekly basis to check on their Health and Well Being and to ascertain any specific needs and or requirements.
7. Officers worked and assisted with the setting up of the resident volunteering groups which were established for each residential block on the Estate by resident volunteers.
8. The Communications Officer initially produced two to three bulletins per week to update residents on changes to our services. Our Communications Officer quickly became one of the main contacts for residents.
9. The BEO requested that Leaseholder Alterations be paused for non-essential works (this request was reviewed on a case by case basis for kitchen and bathroom works). Unfortunately a considerable amount of time was spent on this by officers as a number of leaseholders continued with their works despite Officers best efforts to intervene.
10. Weekly virtual meetings commenced in March between the Chairs of the Residents Consultation Committee (RCC), Barbican Association (BA), a representative from the resident volunteering groups and the Head Of Barbican Estate. These meetings provided an update on all communications

and services and an opportunity for issues to be raised and reviewed by Officers.

## **Phase 2 (returning to normal)**

11. Following changes to government advice on contractors returning to work in May an update was provided to leaseholders and residents that Leaseholder Alterations practices would be returning to normal with noisy works protocols. Officers worked with the chairs of the BA and RCC with regards to best practices whilst working on the Barbican Estate and a letter was distributed to the main private contractors regarding protocols from the BA.
12. Our Communications bulletin prioritised key messages to residents to help services return to normal.
13. The House Officer team commenced conducting their block inspections in June with all the blocks being completed and of a “good plus” standard for cleaning. This monitoring/inspection role continued on site in July and August with the help of the Commercial House Officer.
14. The London Fire Brigade carried out ad hoc Fire Safety audits in a number of residential blocks including Speed, Thomas More and Defoe House as well as Cromwell Tower with only minor issues reported.
15. Recruitment to the vacant House Officer post was completed in March 2020 before lockdown. Unfortunately the start date has been delayed to September 2020.
16. Virtual meetings for decision making committees, that is the Barbican Residential Committee were carried out in June which was for decision only and applicable information only reports.
17. As many of the Working Parties as is practically possible will look to resume this Autumn via virtual meetings.

## **Estate Management Cleaning**

### **Phase 1 (Lockdown)**

18. In March staffing levels at 50% (to reduce and help with staff travel and welfare arrangements with three staff members shielding due to underlying health conditions, an average of 4-6 staff sickness absences per week, one team member abroad and two staff transferring to Concierge/Car Park Attendants duties).

19. Daily rubbish collections were reduced to 3 days per week from the normal 5 day service and there was a 50% increase in volume due to the substantial increase of online shopping and the effects of more residents working from home.
20. Touch point cleaning became the priority and the focus was in the residential blocks. There was a pause on car park, podium and weekend cleaning. The “pink card” delivery system for notification to residents of a parcel delivery at the Concierge/Car Park Attendants Office/Lobbies was put on hold.
21. The window cleaning service was put on hold. During the good weather it soon became apparent that as so many residents were making use of the balconies and keeping their balcony doors open social distancing for the contractors became impossible.

### **Phase 2 (returning to normal)**

22. Staffing increased to 100% by May (less staffing arrangements as at phase 1). Staggered hours were introduced to meet staff travel and welfare arrangements which included localised Welfare Facilities that had been set up for all Estate Cleaners.
23. The rubbish collection service was maintained at 3 days per week. There was still a 50% increase in volume and this was exacerbated by the time spent by Estate Cleaners in the breakdown of residents’ cardboard boxes from parcel deliveries.
24. Touch point cleaning remained and the normal residential communal block and podium cleaning were re-introduced. Car Park and weekend cleaning and the “pink card” delivery system remained on hold.
25. In June partial car park cleaning resumed.

### **Phase 3 (Normal)**

26. In June the window cleaning service returned to normal.
27. In July the rubbish collection service returned to normal. A feasibility study was carried out and the time spent on the 3 day service was almost 50% greater than the 5 day service due to time spent travelling back and forth with fully loaded rubbish trolleys. Initial feedback sought from resident representatives (see appendix 1) where rubbish collections are mentioned, was that there was a preference for a five days a week service.
28. All areas of cleaning returned to normal with the exception of weekend rubbish collections for those residential blocks that have opted for this service.

29. In August shielded staff members were returning to work on a phased basis.

30. The “pink card” delivery system is not expected to be re-introduced at this stage. Officers have been conducting a number of reviews of the system which have so far highlighted the following:

- During and following lockdown there have been an average of 1,000 parcels a day delivered to the 10 Car Park Offices/Tower Lobbies
- Many parcel deliveries trigger a notification to residents
- Concierge/Car Park Attendants have been hand delivering parcels especially to vulnerable/elderly residents
- Concierge/Car Park Attendants carry out a telephone back up notification to residents
- Since lockdown there have been two parcels that have either been not accounted for and or were perishable items

31. Officers are also reviewing time spent on the “pink card” delivery system and other duties and the potential for a reduction in the number of Estate Cleaners (there are a number of unfilled permanent vacancies which have been carried out by temporary staff members) .

### **Concierge/Car Park Attendants**

#### **Phase 1 (Lockdown)**

32. In March staffing levels were at 60% of 40 team members (9 staff members shielding and an average of 5 to 6 sickness absences per week).

33. Some car parks were closed for either 12 or 24 hours with updates in the residents bulletin and appropriate signage to stakeholders of the nearest services.

#### **Phase 2 (returning to normal)**

34. In April staffing levels increased to 90% with temporary agency staff members (less staffing arrangements as at phase 1). A reviewed of the agency person specification to customer service/reception duties for Concierge roles helped to increase recruitment.

35. In May staffing levels increased to 95/100%. Officers conducted a review of storage facilities for residents’ parcels with new facilities introduced.

#### **Phase 3 (Normal)**

36. In June staffing levels increased to almost 100% (with ongoing staffing arrangements as at Phase 2).

37. In August shielded staff members were returning to work on a phased basis. However, due to current annual leave and sickness levels there have been occasions when Car Park Offices have been closed.

## **Property Maintenance**

### **Phase 1 (Lockdown)**

38. The Repairs Contact Centre was set up to Work From Home prior to lockdown.

39. Priority 0/1/2 works inside properties was carried out in conjunction with triage telephone calls by the Repairs Contact Centre. Non-urgent works inside properties were not carried out. Communal repairs were carried out as normal. The On-site Duty Managers/Resident Engineers service was provided as normal.

40. Non-essential services were put on hold until it was safe to do so.

### **Phase 2 (returning to normal)**

41. A review of non-urgent repairs took place in June as lockdown measures eased.

42. Non-essential services were reviewed with Covid-19 compliant risk assessments produced and agreed.

### **Phase 3 (Normal)**

43. Non-urgent repairs commenced in July bringing the repairs service back to normal. A backlog due to the volume and the availability of parts from manufacturers closed during the initial phases of lockdown will mean it will be 2-3 months before the backlog is cleared.

44. Water testing, asbestos surveys, risk assessments have now all returned to a normal service

45. Whilst the service we deliver has returned to near normal, the way in which this service is delivered was different during the main part of lockdown. We are currently reviewing and determining what the new normal looks like.

## **Major Works**

### **Phase 1 (Lockdown)**

46. Disruptive projects and works that required access to flats was put on hold. Communal and Car Park works continued as normal.

### **Phase 3 (Normal)**

47. In July Major Works and programmes returned to normal including, stock condition surveys and the teams are looking to start disruptive work in September (to coincide with children returning to school) which will include the water tank work that will require an interruption to the water supply to flats with new safe working practices in place.

### **Open Spaces**

#### **Phase 1 (Lockdown)**

48. In March reduced staffing to two team members of gardening team due to shielding/sickness absences. City Gardens teams working flexibly across the City.

49. In April following Government/PHE guidance there were issues of residents' inappropriate use of the private gardens on the Estate. The City of London Police and senior Officers agreed a protocol for use of the private gardens with appropriate signage (including social distancing, groups, sunbathing, use of play equipment) and updates were provided in the residents' bulletins.

#### **Phase 2 (returning to normal)**

50. In May one member of the gardening team was shielding. The Open Spaces Department reviewed staff travel and welfare arrangements ahead of getting back to normal.

#### **Phase 3 (Normal)**

51. In May the above measures in paragraph 49 were relaxed following Government and PHE advice (signage was removed and the residents bulletin was updated). The play equipment was opened up in July with appropriate signage and cleaning schedules introduced.

52. In June the gardening team returned to normal (less one part-time member of the team).

### **RCC Member comments**

53. Officers asked via the virtual meetings with the RCC/BA Chairs (highlighted in paragraph 10) for comments on our services during and since lockdown which can be found in Appendix 1. A review of these comments and others from the September Committees will be considered by Officers with appropriate updates to future reports.

## **Appendices**

- Appendix 1 – RCC Member comments July 2020

### **Michael Bennett**

Head of Barbican Estates

Department of Community and Children's Services

T: 020 70293923 and E: [michael.bennett@cityoflondon.gov.uk](mailto:michael.bennett@cityoflondon.gov.uk)

## APPENDIX 1

### Barbican Estate Office Recovery planning COVID-19 – Comments from RCC representatives July 2020

1. One topic which has come up is parcel delivery. In the Towers it normally works like this: delivery-man arrives and porter calls up to say to expect a delivery. Doorbell rings and we accept the delivery. If the porter knows that we are not in then the package is kept at reception. This still happens with our regular porters but with some relief personnel, they do nothing and the first we know is when we open the door to the flat (often to put out the rubbish last thing at night) and find a package. This is a lapse in security as the next delivery-man they allow in could easily take what he sees lying outside the door. I can't think of any valid reason for this other than laziness or they haven't been told what to do.

Please note - this chimes with the agency CPA at Andrewes saying that 'Security' should be involved when we have no 'Security' personnel. A training matter.

#### **2. Lambert Jones Mews.**

Blocked roof drains remains an unresolved issue: no action taken over the lockdown period and I understand (informal oral communication from Senior Resident Engineer) that the tender for clearing the drains has not yet been published (though we have been debited for the estimated cost in our most recent quarterly service charge).

Otherwise I think the BEO has been reasonably constructive: a problem with failed mastic sealing on the external staircase has been addressed (this is a qualified positive: according to Senior Resident Engineer, all the external staircases will have pointing raked out and replaced; broken tiles replaced etc - this will almost certainly mean removing and replacing the mastic. The contractor has been asked for a price.

The pointing on the east facing (garden) wall of the block has failed in places leading to water penetration to the interiors – this has been inspected by the Senior Resident Engineer; he says scaffolding will be required for a proper inspection and for rectification. This is to happen in the indefinite future.

Otherwise, I have heard no complaints from neighbours and I think the BEO has done well to continue to provide rubbish collection, concierge service and a reasonable level of cleaning.

3. I left a message because there was a rough sleeper on the Podium outside the Wallside houses on Monday. Nobody has got back to me. Surely they should have had a way of picking up urgent calls, Covid or not .

The Andrewes CPA was helpful and said they had a rough sleeper number and the sleeper vanished.

4. The major problem at Willoughby House was the failure of the House Officer/Estate Office to silence the exceptionally noisy and dirty work that was

unaccountably taking place during the early phase of the lockdown in a flat on the 5th floor. Residents in the neighbouring flats beside, below and above were greatly distressed since they were either trying to work from home or simply living in lockdown.

There was an additional fear that there might be an infection risk from these workmen.

It was felt that the workmen were taking no notice of the restrictions - and the flat was empty not urgently waiting for the owners to return etc, as we were told.

5. I think concierges were excellent and cleaning was very good in the circumstances. Not at all clear what anyone else was doing.
  
6. Noise and disturbance during lockdown has been highlighted in the BEO Bulletin. For example, people in tower flats exercising by walking around the fire-escapes past others' flats! This is a great invasion of privacy and also gives folk a start. BEO flagged up that this should not be done. Good!

But!...Even if people stick to their own balcony they can still be disturbing because invariably quite a few of the slabs are loose and clunk loudly. If a person is on their balcony you hear it and if it's a couple of clunks then you ignore it. But if the clunks are every few seconds and go on for 10 or 15 minutes as the person exercises back and forwards along their balcony it drives you up the wall! However, this is something that the BEO can do something about - it is high time that they got contractors to fix slabs so they don't clunk.

We will very likely go into another lockdown and people will continue to exercise on their balcony. Having now found they can do it, they may continue to do so anyway, lockdown or not - better a balcony than a stinky CoL street?

7. As you will see there are a wide range of topics covered, but I note that where rubbish collections are mentioned, there is a preference for five days a week.

## **8. Reception opening hours**

During our last meeting you asked about reception opening hours at the BEO and I confirmed that I have not had any feedback on that. On reflection, however, it occurs to me that many (the majority?) of the people visiting reception are tradespeople, carers and other third parties rather than residents. So that may explain the lack of feedback.

## **9. Breton House**

BEO have done a very good job in continuing to provide all essential services and should be congratulated for doing so. Obviously the need for reduced staffing has made things difficult for all staff, whether working on the Estate or from home.

However, those staff members who have had to work on the Estate have had the added risks of having to travel as well.

Our CPAs became even more essential - and overworked - and have done a fantastic job, especially at the outset when numbers were reduced and deliveries increased. Hopefully the changed arrangements for food deliveries took some of the pressure off the CPAs.

Our real area of concern is around the lifts and common parts where the supplied PPE wasn't worn all the time. I appreciate it must be difficult doing physical work wearing masks, which meant that the cleaners in particular had a tough time. This made the two-way risk of infection worse, especially as several residents appear to have had the virus and could well have used the common parts and lifts, without PPE, whilst being infectious.

I know more residents have taken to using stairs rather than lifts and a lot more have been taking their rubbish to the bin areas. As a result, three collections a week should be feasible, giving cleaners more time for cleaning. However, there are drawbacks, as can be seen from the attached photo of what looks like a car boot sale in the Breton bin area this morning.

Also, as you will be aware, a whole consignment of recycling couldn't be recycled because someone had dumped a paint can in a recycling bin. Perhaps not a problem had the tin been empty! However, the fact that there were no restrictions on people coming into the Estate after the construction industry guidelines were relaxed not only caused more health and safety risks but meant a lot more "rubbish" was dumped in the bin areas. More people also led to more dirt and dust in the common parts and lifts, so more work for the cleaners at the wrong time.

Finally, I think we should also acknowledge City Corporation's role in all of this. Not only has it protected its staff but it immediately recognised the potential reduced ability of both residents and tenants to meet rent, service charge and council tax/rates liabilities as a result of the virus.

**Additional comment from Breton House:**

"It has been a difficult period for all concerned. The cleaners have done their best as staffing levels have been reduced during the lockdown. But on occasions it has been necessary for me to sweep the bin area because it got so dirty. I am not sure why, but other blocks use the Breton House/Ben Johnson waste disposal area e.g. those who live in Frobisher and Defoe House.

Fairly large items have been dumped in this area including fridges, microwaves, large tyres and furniture. There were a few occasions when the entrance door leading to the lower ground 2 lift was half blocked so it was necessary for me to move the offending, and heavy, item from the doorway. The fire riser inlet is always blocked."

## **10. Gilbert House:**

They clearly were under enormous pressure during this time and were very obviously struggling with reduced staffing levels both within the office and across the estate be it CPAs or cleaners. So it is easy to identify a feeling of being abandoned during a very difficult time but I am sympathetic to their challenges.

So far as I know the City did not furlough staff so I wonder if redeployment could have been considered to provide the right levels of support and cover during a very difficult time.

Standards have clearly fallen and I hope this is acknowledged and there is a plan to reset the dial.

The CPAs were great but clearly under pressure with the right levels of staffing.

Overall the communications to residents were weak at the outset of lockdown. They got a bit better but something more proactive perhaps with the BA or house group chairs may have been beneficial.

**11.** One immediate thought is that the weekly email from the BEO has had nothing for some time now about the cleaning routines that were, and presumably still are, in place having been instigated by the arrival of the coronavirus. It would be helpful to be kept up-to-date on this.

**12.** Gratitude to our CPAs particularly. At the outset, especially when not enough was understood about Covid-19, they remained present and helpful. They will also have dealt with a phenomenal volume of deliveries.

Echo comments about the paucity of information. I would have liked to have received precise information about the cleaning and infection mitigation protocols (this is true on an everyday basis by the way, not only during lockdown).

They may have been using this already, but if they have not, would the Estate Office use longer-lasting disinfectant on all 'touch' surfaces - all stair handrails, doors/door handles, lift buttons and lift-rail. There are plenty of products out there - some lasting up to 30 days or more, and a number simply applied by misting. If the BEO is already using this, then I would point to the comment above.

**13.** A good point about the sterling efforts of the CPAs who certainly deserve acknowledgement in any feedback.

Talking to one of them the other day they recognise that lockdown will have resulted in a 'permanent' step-change in the volume of ongoing internet shopping and the BEO might need to consider this in planning staffing and cover. This might also be impacted by any changes made to delivery processes and timing introduced by the City Corporation to manage traffic levels better (although so far not much of a problem!).

The general preference within the (Gilbert) House Group is for daily collections Monday-Friday, as before lockdown. The reasoning is that savings would be minuscule, and that it is very helpful indeed to have someone walking through the hall building every day.

It's a form of daily check which is useful because not only is Gilbert House a corridor block, it is a block that is used as a shortcut by non-Gilbert residents.

Also, as discussed previously, in the absence of granular accounts, any saving will quickly 'disappear' - it won't be ring-fenced.

We can certainly do a residents' survey later on if the idea gains more traction, and if we can demonstrate clear advantages such as tangible cost savings. I can put that again to the House Group in due course.

**14. Seddon House:** Feedback from one resident follows.

I entirely understand why the cleaning teams, inspections, the regular care that takes place on our state is not happening at the moment. But it is clear that this is causing a range of issues. For example, in the many years I've lived here, I have never seen so much litter and detritus across the estate. It is also clear at the moment that there are people urinating everywhere, There are endless people on bikes, and an increasing number of people, mostly delivery people, on motorbikes riding across the estate. There are groups endlessly tramping through all of the planting, and it feels like a place increasingly out of control.

I wonder what steps the Barbican estate office in the city will take to re-establish a sense of calm and order that so many of us appreciate but the Barbican. I do not think it will be enough simply to reinstate the service levels. I suspect something additional will be required. For example, is it possible to introduce some form of light touch but fairly clear patrolling. This will begin to eradicate some of the behaviours that have grown up over the last few months. And hopefully restore the estate to its previous condition. If all of that can take place sooner rather than later it will save the city money in terms of preventing escalation in some of the issues that are already becoming increasingly prevalent.

Having worked for various London boroughs for very many years now, I know how easy it is to lose control of an environment. And how extraordinarily it is to pull it all back. I'm not for one second suggesting that the Barbican looks like some of the estates for which I have been responsible in some of the London boroughs. But I do see a serious deterioration in standards and general behaviour.

I would very much welcome your thoughts and any ideas you may have. And just to say again, I entirely understand why full-service is not in place at the moment. And also understand the pressures that the BEO face. I remain resolutely supportive of their work. So this is sent in a spirit of positivity rather than a complaint.

### **15. Shakespeare Tower:**

At Shakespeare Tower's HG zoom meeting on Wednesday we discussed the 3 times per week rubbish collection idea and on balance the view was "keep it as it was" at 5 days per week for us, when normal working is resumed.

The members thought that the collection had been good during the lock-down but noted that the number of residents had been less and consequently that performance was not necessarily indicative of a normal in-residence level.

### **16. John Trundle Court:**

#### **First the positives:**

- A resident was very grateful to their House Officer for help and commitment in response to questions.
- I am also grateful to the Officer for keeping an eye on the more elderly residents and for keeping me informed. Also the CPI's - when there was reason for concern.
- The 3 day rubbish collections appear to have worked.
- A resident reported that the cleaning of lift 58 was good.

#### **The Negatives:**

- Lack of cleaning on stair 56 - litter left on the stairs.
- Lift 55 was not cleaned to it's usual standard and the protection padding left until I reported that it was swinging on one hook and presented a H&S problem
- The cleaning is now up to its usual standard.
- Builders in a flat, finishing tiling early on in Lockdown, hadn't informed the residents: The drilling caused distress as some people were working from home: One university student, that day, was taking one of her final papers. The problem was solved by the student's parent locating the flat owner - who fortunately lives in the block.

#### **Outside of housekeeping:**

- I have been asked to point up the concern over the uncertainty regarding the increases in service charges - namely re decoration. This following increased car park and storage charges'
- These increases come just at a time when there is so much uncertainty in the country; when even the Government is asking landlords to hold back on rent demands.
- During this Lockdown period we have had more people enjoying the space - which is Beech Gardens:
- Some concern about skateboarding and cycles (although I noticed mostly young children).
- One resident wonders why there is no longer a visible police presence.

- I have noticed that we no longer have a 'no cycling / skateboarding' notice anywhere on the BG walk.

## **17. Lauderdale Tower**

### **Lifts**

One or two Lauderdale Tower residents have raised the issue of whether there should be guidance for the use of the lifts during the pandemic. I think this is particularly an issue for the tower blocks where the lifts are busy all day not just with residents but with delivery men, contractors and so on, and where the stairs are not an easy alternative.

We have been getting along quite well using common sense and courtesy but delivery men and contractors do not necessarily observe the niceties, nor do they tend to wear masks. Many of our more vulnerable residents moved away during the worst of the crisis but they are now coming back and may be nervous about sharing lifts.

Our house group's view is that we are not virologists and are not qualified to say whether or not there's a risk. So we are neutral on this and regard it as entirely a matter for the City of London or the UK government to issue any rules or guidance. Any residents asking for guidance are being asked to write to the estate office and at the end of this email I'm pasting the comments of one resident who did just that.

I emailed the other two tower blocks and both have been doing the same as us so far – getting along quite well using common sense and courtesy.

In short we are not pressing for guidance since we are not qualified to say whether it is needed, and it must be said that very few people have raised this with us – two or three at most. But we think perhaps the City might look into this and determine whether or not it's necessary, not just for the Barbican Estate but for all its housing estates and indeed its office blocks.

### **Rubbish collections**

I believe there was a suggestion that we might stick with the reduced service. We haven't discussed this yet but my feeling is that this would be very unpopular with residents even if accompanied by a small reduction in the service charge. I don't know how other blocks function but in Lauderdale Tower we have our own dedicated cleaner who normally carries out a rubbish collection each morning and it is not clear what he would do with his time on the mornings when he had no rubbish collection to carry out.

My question would be to turn this around and ask how much longer we have to wait for a resumption of normal service. I find it unpleasant having food waste waiting two days for collection and three days at weekends.

### **Service charge**

This is probably beyond the scope of Monday's discussion but sooner or later the service charge will come up. The question is, who will pay the extra costs arising from the pandemic – the landlord or the leaseholders? For example:

1) The City decided that lobby porters with health conditions should stay at home and that their duties would be covered by agency staff. Assuming that the lobby porters at home remained on full pay, who should pay for the extra cost of taking on agency staff?

2) Many services were cut – for example, cleaning, repairs and estate office opening times. But in some cases staff costs may remain the same whether or not services were provided. Should leaseholders be expected to pay the same cost for a reduced service?

3) Normally, estate office staff spend some of their time working for other departments and on other projects (eg the girls' school expansion or the Beech Street scheme) and this is billed out to those other projects using time sheets. If all this has come to a halt, and no time is being billed out to other departments and projects, leaseholders will face a big increase in costs even though they are not receiving any increase in service. This could explain why the BEO's central costs are budgeted to increase by 20 per cent this year.

### **Stairwell lock**

At a micro level, one thing that went well in Lauderdale Tower was a request that the lock should be changed on the stairwell door at podium level so that residents could use their key to open it and thereby use the stairs instead of the lifts. This was done promptly and has worked very well – people used to leave the door ajar on their way out so they could get back in again on their return, but this no longer happens so there has been an increase in security.

### **18. Mountjoy House**

- The feedback is generally very positive for how the Estate has been managed during the lockdown period.
- The only consistent negative theme was on the issue of parcels/packages. I know our car park attendants have been overwhelmed with parcels for a while now but when the pink slip system was suspended it led to even more confusion over when parcels had been delivered and when. A couple of Mountjoy Committee members are keen to have pink slips reinstated and another two were keen to modernise the process via email/alert system. Either way, the reintroduction of a logging and alert system for parcel/packages would be an improvement as lockdown continues to ease.

# Agenda Item 5

<p><b>Committees:</b> Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i></p> <p>Barbican Estate Residents Consultation Committee <i>[for information]</i> Barbican Residential Committee <i>[for decision]</i></p>	<p><b>Dates:</b> 08 July 2020 15 September 2020 07 September 2020 21 September 2020</p>
<p><b>Subject:</b> Concrete repairs to the Barbican Estate</p>	<p><b>Gateway 6:</b> <b>Outcome Report</b> Regular</p>
<p><b>Report of:</b> Director of Community &amp; Children's Services</p> <p><b>Report Author:</b> David Downing, Asset Programme Manager</p>	<p><b>For Decision</b></p>
<p><b>PUBLIC</b></p>	

## Summary

<p><b>1. Status update</b></p>	<p><b>Project Description:</b> The reinforced concrete elements of the Barbican Estate had been showing signs of deterioration. A project was initiated to first survey and test the structures to identify the causes and extent of the deterioration and then deliver a programme of repairs based on the recommendations from the condition survey. The programme of repairs is now complete.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to Committee)</p> <p><b>Costed Risk Provision Utilised:</b> £0</p> <p><b>Final Outturn Cost:</b> £1,043,894.90</p>
<p><b>2. Next steps and requested decisions</b></p>	<p><b>Requested Decisions:</b> <b><u>Barbican Estate Residents Consultation Committee</u></b></p> <p>1. To note the content of this report for information only.</p>

	<p><b><u>Projects Sub Committee and Barbican Residential Committee</u></b></p> <ol style="list-style-type: none"> <li>1. To note the content of this report,</li> <li>2. To note the lessons learnt,</li> <li>3. To authorise closure of this project.</li> </ol>
<p><b>3. Key conclusions</b></p>	<ol style="list-style-type: none"> <li>1. Works were completed within budget but not to the initial timescales envisaged. Significant delays were experienced during the procurement stage for the repairs contract where only one tender was received at the first engagement with the market. A second procurement was successful but Committee authorisation for an increased project budget was required as previous estimates were exceeded. During the delivery phase, completion of works to the upper levels of the towers was delayed due to access restrictions in place to safeguard nesting protected wildlife; it should be noted that there were no cost implications for this particular delay.</li> <li>2. Following completion of the identified repairs, the concrete elements of the estate in general are in good condition which is consistent with the age and exposure of the buildings. Our external concrete corrosion specialist has confirmed that the vast majority of the residential blocks do not require further comprehensive testing for a period of twenty years from the date of survey, the car parks - where concrete corrosion was more evident - for a further ten years.</li> <li>3. The contractor, Structural Renovations Ltd, who delivered both the testing and repair elements of this project performed well throughout and were proactive in working with the City's project management team to keep costs under control, to deliver the works within the agreed budget and to complete the repairs to the high standards required to satisfy heritage constraints. The direct appointment of a concrete repair specialist rather than one mediated via a larger contract management company is recommended for future works of this nature.</li> <li>4. The initial survey design, testing analysis and repair specification was supplied by industry leading specialist Dr John Broomfield. Dr Broomfield's technical guidance throughout the project was invaluable and critical to the successful outcome.</li> </ol>

## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	<p>The project design worked well. The comprehensive condition testing of the concrete post Gateway 2 allowed for a detailed repair specification to be drawn up and applied to a measured bill of quantities for the subsequent repair contract post Gateway 5. The survey design, analysis of testing results and repair specification was supplied by industry leading concrete corrosion specialist Dr John Broomfield. Procuring separate testing and repair contracts did increase programme length but follows industry best practice and enabled proposed repairs to be independently verified and allowed for greater control of costs as a single contractor was not identifying their own repairs. As both testing and repair elements were facilitated via predominantly rope access the project design did not burden the projects finances with the costs of repeat scaffolding or estate residents with prolonged inconvenience.</p> <p>The project was combined at earlier Gateways with what at face value seemed similar concrete issues at Golden Lane and Middlesex Street estates. Although brought together to explore potential savings through economies of scale, little benefit was realised from this however as the three sites presented very different design issues which inevitably had to be handled separately from the condition survey tender stage onwards. Combining the design phases did not realise any cost savings and it is highly likely that if each was addressed separately throughout the process the overall programme length would have been shortened as a delay to one site would not necessarily entail a delay to the others.</p>
<b>5. Options appraisal</b>	<p>The selected option to procure a contractor to deliver a programme of repairs via open tender successfully delivered the projects objectives. No changes were required during project delivery.</p>
<b>6. Procurement route</b>	<p>Works were procured via open tender advertised on the capital esourcing portal. During the first issue of the tender only one bid was received which was insufficient to meet Section 20 consultation regulations. The works contract was subsequently retendered and successfully procured via open tender at the second attempt with four compliant bids received.</p> <p>Procurement Reference: Itt_COL_7215</p>

v.April 2019

<b>7. Skills base</b>	The City of London project team had the required skills and experience to manage the delivery of the project. An external concrete corrosion specialist, Dr John Broomfield, was employed to define the testing requirements, analyse testing results, specify the repair methodology for identified repairs and oversee the enaction of those repairs.
<b>8. Stakeholders</b>	Stakeholders were engaged and managed well throughout the delivery of the project. A project specific FAQ document was circulated to Barbican Estate leaseholders in advance of the condition survey to ensure residents were appropriately informed. No negative feedback was received during this process.

**Variation Review**

<b>9. Assessment of project against key milestones</b>	<p>The project progressed as expected throughout the concrete testing phase culminating in the approval of Gateway 4 in February 2017 although as stated above may have progressed more quickly had the Barbican Estate programme been developed separately than that for the HRA Estates (albeit with continual lesson learnt transfer between the two project teams).</p> <p>Post Gateway 4 the project was subject to a series of delays that affected several key milestones. The initial attempt to procure a repairs contractor was not successful with only one estimate received through the tender process. A repeat procurement, following a market engagement exercise, was however successful as four compliant estimates from contractors were received. These were carefully evaluated on the quality and cost criteria as laid out in the procurement process with Structural Renovations Ltd subsequently identified as the successful contractor. Following the procurement process the total project budget for the Barbican Estate concrete repairs project, encompassing the successful tender for the repairs, the completed concrete testing programme and the associated fees and staff costs for both, exceeded the estimated budget approved at Gateway 4 by £389,775.22. An Issues Report seeking authority to increase the project budget by this sum was approved by Projects Sub Committee and the Barbican Residential Committee (March 2018). The total delay to programme covering the contractor engagement, re-procurement and securing approvals for a budget uplift combined was 9 months.</p>
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	<p>Post Gateway 5 the project proceeded largely as planned, although completion of the works to the Towers was delayed by 3 months due to access restrictions in place during the nesting period for protected wildlife.</p>
<p><b>10. Assessment of project against Scope</b></p>	<p>There were no changes to project scope from design to delivery.</p>
<p><b>11. Risks and issues</b></p>	<p>The project proceeded as planned with no significant risks realised during the delivery phase. This is largely attributable to the successful application of lessons learnt from previous projects which were incorporated into the project design and specification which greatly aided the management of the resultant repairs contract.</p> <p>Conducting comprehensive surveys in advance of procurement of a main works contractor was highly beneficial in minimising risks for the delivery phase of the project. A defined bill of quantities provided a degree of certainty for both client and contractor and set clear parameters for the execution of the contract.</p> <p>The risk of a failed procurement exercise was realised in an early phase of the project. The initial procurement for a works contractor only attracted one submission; a minimum of two being required for a compliant Section 20 consultation with long leaseholders.</p> <p>Costed Risk Provision was not applicable to this project.</p>
<p><b>12. Transition to BAU</b></p>	<p>The repairs have a defect liability period of 12 months commencing from the date of practical completion. There is also an additional a two year warranty covering both materials and workmanship with the contractor. At the close of this period, the ongoing maintenance of these repaired sections of concrete will transfer to the general Repairs &amp; Maintenance contract.</p> <p>Dr Broomfield has advised that the vast majority of the residential blocks do not require further comprehensive testing for a period of 20 years from the date of last survey (2016) whilst the car parks should be considered for reinspection in 10 years from this date. He further advised that there may be ongoing highly localised minor repairs required in sporadic areas of low reinforcement cover that may emerge in the intervening years between testing.</p>

## Value Review

<b>13. Budget</b>	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost (excluding risk): £600,000</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (excluding risk): £600,000																		
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<p>The Gateway 2 projected cost was estimated in 2014 with no provision for cost inflation. The officers managing the project at this time are no longer with the City and the estimating methodology they used is not known.</p> <table border="1"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£40,000.00</td> <td>£14,927.50</td> </tr> <tr> <td><i>Staff Costs</i></td> <td>£60,000.00</td> <td>£32,325.38</td> </tr> <tr> <td><i>Testing Contract</i></td> <td>£285,480.22</td> <td>£285,480.22</td> </tr> <tr> <td><i>Works Contract</i></td> <td>£909,295.00</td> <td>£711,161.80</td> </tr> <tr> <td><i>Costed Risk Provision</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Total</i></td> <td>£1,294,775.22</td> <td>£1,043,894.90</td> </tr> </tbody> </table> <p>There is a total underspend on the approved Gateway 5 budget of £250,880.32. Of this sum, a figure of £198,133.20 was omitted from the tendered works contract as provisional sums included to cover additional repairs to those identified in the condition survey which had potentially arisen post drafting of the tendered bill of quantities were not required. A smaller sum included to provide provision for out of hours working if required was also omitted from the contract as all works were able to be scheduled during normal working hours. The remainder of the underspend is unused provision for professional fees and staff costs. The contractor, Structural Renovations Ltd, performed well throughout the contract and did not require the degree of management and oversight that a less diligent operator would warrant.</p> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p> <p>A final retention payment of £10,667.42 is due to the main works contractor on expiry of the defects liability period. This is sum is included in the table above.</p>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£40,000.00	£14,927.50	<i>Staff Costs</i>	£60,000.00	£32,325.38	<i>Testing Contract</i>	£285,480.22	£285,480.22	<i>Works Contract</i>	£909,295.00	£711,161.80	<i>Costed Risk Provision</i>	£0	£0	<i>Total</i>	£1,294,775.22	£1,043,894.90
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<b>14. Investment</b>	N/A																					

<p><b>15. Assessment of project against SMART objectives</b></p>	<p>1. The concrete has been tested to the satisfaction of a leading concrete corrosion specialist.</p> <p>2. The condition of the concrete elements of the structures is now known with appropriate future testing requirements identified and to be programmed.</p> <p>3. Repairs to the concrete have been completed, maintaining the buildings and extending their useful life.</p>
<p><b>16. Key benefits realised</b></p>	<p>A comprehensive testing programme has been carried out all identified repairs have been completed. The concrete elements of the residential buildings and car parks have been confirmed to be in a good condition for their age and exposure.</p>

**Lessons Learned and Recommendations**

<p><b>17. Positive reflections</b></p>	<p>Works were done to a high standard, satisfying the heritage constraints of the Barbican Estate and were delivered well within the approved Gateway 5 budget.</p> <p>Provisional sums included within the contract for any additional repairs not identified during the testing contract were not required. This speaks well to the thoroughness and accuracy of the testing contractor and also provides reassurance as to the general condition of the buildings.</p> <p>The contractor, Structural Renovations Ltd, performed well and were proactive in working with the City's project management team to keep costs under control and to deliver the works within the agreed budget. As a specialist SME, the Barbican Estate works were a key contract for this supplier who demonstrated this via their clear commitment and diligence in delivering the works.</p> <p>The consultant employed, Dr John Broomfield, is a world leader in the field of concrete corrosion. Dr Broomfield provided specialist advice throughout the project, drafted the repair specification and provided independent oversight of the repairs. The access to industry leading knowledge and experience throughout the project was a critical factor in its successful delivery.</p> <p>Works to Frobisher Crescent, a mixed use building shared with the Barbican Centre, were successfully coordinated</p>
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	<p>between all relevant stakeholders to ensure any savings from combining works were realised and that any noisy elements of the works were programmed to minimise disruption to all building users as far as possible. Works were intelligently scheduled to avoid clashing with exam times and performances without the need to incur the additional expense of out of hours working.</p>
<p><b>18.Improvement reflections</b></p>	<p><b>Procurement</b> – as stated above, the initial procurement for a concrete repair contractor was not successful as it attracted only one bid which was not sufficient for a compliant Section 20 consultation with long leaseholders. A subsequent market engagement exercise before re-procuring resulted in a satisfactory procurement at the second time of asking. Engaging more with the market at an earlier stage should be considered for future projects where the pool of potential contractors is limited by the specialist nature of the required work.</p> <p><b>Project Design</b> – also as stated above, little benefit was realised in initial combining the project design phase with the similar works due to take place at the Golden Lane and Middlesex Street Estates. The three locations, although all with significant concrete elements in need of repair, presented very different design issues. Combining the design phases did not realise any cost savings and it is highly likely that if each was addressed separately through out the process the overall programme length would have been shortened.</p> <p><b>Delivery Programme</b> – completion of the works to the Towers was delayed by access restrictions in place during the nesting period for protected wildlife. Although this delay did not realise any cost implications for the City, smarter programming of this aspect of the works would have led to an earlier conclusion of the project.</p>
<p><b>19. Sharing best practice</b></p>	<ol style="list-style-type: none"> <li>1. Dissemination of key information through team and project staff briefings. A standard approach to concrete repairs has been adopted by the Major Works team reflecting industry best practice.</li> <li>2. Lessons learned have been logged and recorded on departmental SharePoint.</li> </ol>
<p><b>20. AOB</b></p>	<p>N/A</p>

v.April 2019

**Contact**

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# Agenda Item 6

<b>Committee(s)</b>	<b>Dated:</b>
Residents' Consultation Committee	07 September 2020
Barbican Residential Committee	21 September 2020
<b>Subject:</b> 2019/20 Revenue Outturn (Excluding the Residential Service Charge Account)	<b>Public</b>
<b>Report of:</b> The Chamberlain Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Mark Jarvis Head of Finance, Chamberlains	

## Summary

This report compares the revenue outturn for the services overseen by your committee in 2019/20, with the final agreed budget for the year.

These accounts do not include income and expenditure in relation to dwellings service charges, which is the subject of a separate report before you today, but does include the following: -

- Landlord Services

This includes income and expenditure relating to short term lessee flats, void flats and commercial properties as well as grounds maintenance for public areas.

- Car Parking

The running expenses, capital charges, rent income and service charges relating to 1,525 car spaces some of which are occupied by 473 stores.

- Baggage Stores

The running expenses, capital charges, rent income and service charges relating to 1,050 baggage stores.

- Trade Centre

This is a commercial area of some 117,000 square feet bounded broadly by Beech Street, Aldersgate Street, Fann Street and Bridgewater Square. Capital charges are the main item of expense, although some premises and supervision and management costs are incurred. Income comprises rent and charges for services including Virgin Active, GSMD Practice room, Laundrette, Parking Services and Creche.

1. Total net expenditure during the year was £2,035,000, whereas the total agreed budget for net expenditure was £2,547,000, representing an underspend of £512,000. This is summarised in the table below:

Summary Comparison of 2019/20 Revenue Outturn with Final Agreed Budget – Barbican Residential Committee			
	Final Agreed Budget £000	Revenue Outturn £000	Variations Increase/ (Reduction) £000
Expenditure	(3,913)	(3,518)	395
Income	5,028	5,145	117
<b>Net Local Risk</b>	<b>1,115</b>	<b>1,627</b>	<b>512</b>
Central Risk	320	325	5
Recharges	(3,982)	(3,987)	(5)
Overall Totals	(2,547)	(2,035)	512

2. Of the Director of Community and Children’s Service’s local risk underspend of £512,000 in 2019/20, £210,000 has been agreed to be carried forward to help fund works to welfare facilities for estate cleaning staff which were delayed in the financial year. Further carry forward requests totalling £130,000 related to concrete repairs to podiums and walkways were not agreed.

### **Recommendation(s)**

3. It is recommended that this revenue outturn report for 2019/20 and the budgets carried forward to 2020/21 are noted.

## Main Report

### Revenue Outturn for 2019/20

4. This report compares the revenue outturn for the services overseen by your Committee in 2019/20, excluding the dwellings Service Charge account, which is the subject of a separate report, with the final agreed budget for the year.
5. Actual net revenue expenditure for your Committee's services during 2019/20 totalled £2,035,000. A summary comparison of this expenditure with the final agreed budget for the year of £2,547,000 as set out in the budget report to this Committee in December 2019, is tabulated below. In the various tables, figures in brackets indicate expenditure or adverse variances, decreases in income or increases in expenditure.

Comparison of 2019/20 Revenue Outturn with Final Agreed Budget					
	<i>Original Budget</i>	Final Agreed Budget	Revenue Outturn	Variations Increase/ (Reduction)	
	£000	£000	£000	£000	
<u>Local risk</u>					
Employees	(1,920)	(2,032)	(1,952)	80	6
Repairs and Maintenance	(1,282)	(1,342)	(992)	350	7
Other Property Related Supplies and Services	(290)	(370)	(370)	0	
	(121)	(169)	(204)	(35)	8
Total Expenditure	(3,613)	(3,913)	(3,518)	395	
Total Income	4,980	5,028	5,145	117	9
Net Local Risk	1,367	1,115	1,627	512	
Central Risk	225	320	325	5	
Total Recharges	(4,537)	(3,982)	(3,987)	(5)	
<b>Total</b>	<b>(2,945)</b>	<b>(2,547)</b>	<b>(2,035)</b>	<b>512</b>	

6. The underspend of £80k in Employees costs is due to less than expected overtime and temporary staff cost mainly within the Car Park Service and Supervision & Management.
7. The underspend in Repairs and Maintenance of £350k is mainly due to the delay to works on welfare facilities for estate cleaning staff caused by the longer than expected time taken to obtain planning permission and a longer tender process. There was also lower than anticipated spend on miscellaneous works, redecorations work, insurance works, drains, and sprinklers.
8. Supplies and Services related expenditure has increased due to an increase in Professional Fees and Bad Debt Provision Cost.

9. The growth in income is related to additional income in Car Parking, collected from Car Parking Bay and Stores Rental Hire.
10. Annex A1 sets out an analysis by service area of the £512,000 overall outturn variance.
11. Annex A2 shows the reconciliation of the original budget to the latest agreed budget.

## **Appendices**

- Annex A1 - Barbican Residential Committee – Comparison of 2019/20 Revenue Outturn with Latest Agreed Budget by Service Areas.
- Annex A2 - Barbican Residential Committee – Comparison of 2019/20 Original Budget with Latest Agreed Budget.

**Dr Peter Kane**  
**Chamberlains**

**Andrew Carter**  
**Director of Community & Children Services**

## **CONTACTS**

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**Barbican Residential Committee – Comparison of 2019/20  
Revenue Outturn with Final Agreed Budget**

Comparison of 2019/20 Revenue Outturn with Final Agreed Budget by Service Area				
	Original Budget	Latest Agreed Budget	Revenue Outturn	Variations Increase/ (Reduction)
Supervision and Management -General	0	0	0	0
Landlords Services	(3,223)	(2,775)	(2,454)	321
Car Parking	(238)	(457)	(414)	43
Stores	(75)	38	53	15
Trade Centre	597	648	771	123
Other Non-Housing	(6)	(1)	9	10
<b>Total</b>	<b>(2,945)</b>	<b>(2,547)</b>	<b>(2,035)</b>	<b>512</b>

Recharges include recharges from the Service Charge Account to Landlord and Car Park Accounts for cleaning and electricity as well as and Central and Departmental Recharges.

**Barbican Residential Committee – Comparison of 2019/20 Original Budget  
With Final Agreed Budget**

	<b>£'000</b>
<b>Original Budget</b>	<b>(2,945)</b>
Increase in Employees Costs	<b>(112)</b>
Increase in Premises Related Expenses	<b>(188)</b>
Increase in Customer, Client Receipts Related to Car Parking and the New Baggage Stores	143
Reduction in Recharges due to Capital Charges and Technical Recharge	555
<b>Latest Approved Budget</b>	<b>(2,547)</b>

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# Agenda Item 7

<b>Committee</b>	<b>Dated:</b>
Residents' Consultation Committee	07 September 2020
Barbican Residential Committee	21 September 2020
<b>Subject:</b> Relationship of the Barbican Residential Committee Outturn Report to Service Charge Schedules	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author</b>  Anne Mason Service Charge and Revenues Manager Department of Community and Children's Services	

## Summary

This report provides information on residential service charge expenditure for 2019/20. It also compares the outturn with the 2019/20 estimate and the 2018/19 actual expenditure.

Table 1	Actual 18/19 £,000	Actual 19/20 £,000	Variance Last Year %	Estimate 19/20 £,000	Estimate 20/21 £,000
Annually recurring items	(8,817)	(9,513)	7.89%	(8,827)	(9,095)
Projects	(520)	(626)	20.38%	(1,008)	(112)
Total	(9,337)	(10,139)	8.59%	(9,835)	(9,207)

The reconciliation between the amounts charged to leaseholders and the City's closed accounts is set out below.

Table 2 Summary service charge reconciliation 2019/20	£,000
Actual Service Charge Expenditure Corporate Accounts	(10,442)
Fees, charges and cleaning and lighting recharges	146
Barbican Estate Office Adjustments	157
Final Service Charge Expenditure	(10,139)

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. This report is being presented in a new format explain the variations in the service charge outturn and also to reconcile the service charge being made to residents and following the closure of the Corporate accounts.

### Residents' Service Charge Outturn

2. The total amount charged to the service charge account for 2019/20 is £10,139,171 this is 8.59% higher than the 2019/20 charge and 3.10% higher than the estimate.

#### Analysis of the 2019/20 Service Costs ANNEX 1 –

3. This annex shows the expenditure headings on the service charge schedule, with the main basis of attribution and a comparison between the actual service charges for 2018/19 and 2019/20 The estimates for 2019/20 are also shown.
4. The comparison with the 2018/19 actuals shows significant variations for several service heads.
5. The rise in electricity costs (5.11%) is due to the increased unit prices following the tender exercise in 2018. The increased prices were only in force for the half of the 18/19 service charge year but were in force for the whole of 19/20.
6. The increase in the lift maintenance charge (19.63%) is mainly due the increased costs in following the retender of the lift contract.

7. The decrease in resident engineers' costs (12.09%) is mainly because the more time was spent on projects and non-service charge work. Also, in 18/19 training and relocation costs amounted to some £9.7k
8. The furniture and fittings charge is mainly for replacement carpets in the tower and corridor blocks. These replacements are carried out in consultation with the housegroups and usually vary considerably from year to year.
9. Most of the expenditure on cleaning materials (20.67% increase) is for refuse sacks is due to a bulk order near the end of the year for £9k. Expenditure on equipment decreased (71.65%) in comparison with the previous two years. No appliances were replaced during the year.
10. The increase in expenditure on cleaning staff reflects pay increases, changes to salary scales and cover for sickness. The lowest scale point has been removed. The pay increase (2.45% basic and 5% London weighting) salary scale changes and holiday pay resulted in an overall 3.3% increase in salary costs after recharges to other divisions. The supervision and management costs increased significantly this year.
11. The garden maintenance costs were higher due to works in the wildlife garden to construct steps and new hedging (£6,314) and planting (£4,541) in the Thomas More garden.
12. Although there was a pay increase for car park attendants the overall increase over 2018/19 was less than 0.5% this was mainly due to lower agency and overtime costs, due to lower sickness levels.
13. There was a slight decrease in Lobby porters' costs which again reflects lower levels of sickness.
14. The overall decrease in garchey costs is mainly due to a decrease in repairs expenditure. In 18/19 there was significant expenditure on parts to maintain the system.
15. Most of the general maintenance expenditure is demand led and can vary considerably from year to year. The cost of estate wide repairs increased by 54.46%. However, expenditure in 18/19 was low in comparison to 17/18. The expenditure included repairs and refurbishment to the waterfall and the installation of a new main fused isolator lake pump room. £13,742 was spent on the installation of parcel stores for residents' deliveries.
16. The increase in expenditure on electrical is mainly due to expenditure on emergency lighting and new battery packs in the terrace blocks (£37,547). Expenditure on ventilation increased by £16,577 and included the repairs and refurbishment of fans in various blocks and heating repairs increased by £4,027.

17. Expenditure on interior common parts repairs was slightly higher than 18/19. The main areas of expenditure was plumbing (£72,527), this was largely due to repairs to booster pumps and pressure vessels (£20,303). Exterior repairs increased by 8.11%, this was largely due to repairs to remedy water penetration, particularly in Shakespeare Tower, Andrewes House, Ben Jonson House, Breton House, Bryer Court and John Trundle Court. Expenditure on Safety and Security was significantly lower. The only expenditure under this heading for the year was for the eyebolt testing.
18. Overall expenditure for the above repairs headings has increased by 20.76%.
19. The allocation of House Officer, Supervision and Management recharge and Technical recharge are mainly based on timesheet information and reflect the time being spent on service charge issues. This year more of the House Officers' time has been allocated to estate management duties which is included in the Supervision and Management Charge. The overall cost for Supervision and Management and House Officer duties increased by 3.38%.
20. The contract for electricity and gas supplies for heating was tendered in 17/18 and these rates were in force for the full year in 19/20. The electricity consumption was slightly higher than in 18/19.

#### Comparison Corporate Account and Final Service Charge Schedule- ANNEX 2 .

21. Due to adjustments made by the BEO is £157,187 lower than the expenditure in the City's accounts.
22. The main adjustments are for supplementary revenue projects and heating. The adjustments for the redecoration and concrete projects are for works chargeable to the Landlord and Car Park accounts. The adjustment for the water tanks project is for an incorrect accrual. The heating adjustment is the reversal of last year's adjustment and an adjustment for charges to non-service charge properties.

#### The Corporate Outturn Report ANNEX 3

23. The service charge schedules reflect the services provided and the Lease. The headings are different to the corporate report. For example, the employees are included under the cleaning, lobby porters, car park attendants and garchey headings on the service charge schedules along with the relevant associated costs such as uniforms, materials and repairs. Annex 3 shows the allocation of expenditure in the service charge headings.

#### Comparisons to previous years' Service Charge ANNEX 4

24. This shows the service charges by service head for the years 2013/14 – 2018/19.

#### Conclusion

25. Overall the estate service charge for the annually recurring items has increased by 5.31%. The increase excluding heating is 6.48%.
26. The Actual Service Charge schedules and an explanatory letter of the various items included on the schedule will be sent to residents by early September.

## **Appendices**

Annex 1-4

## **Background Papers**

### **Anne Mason**

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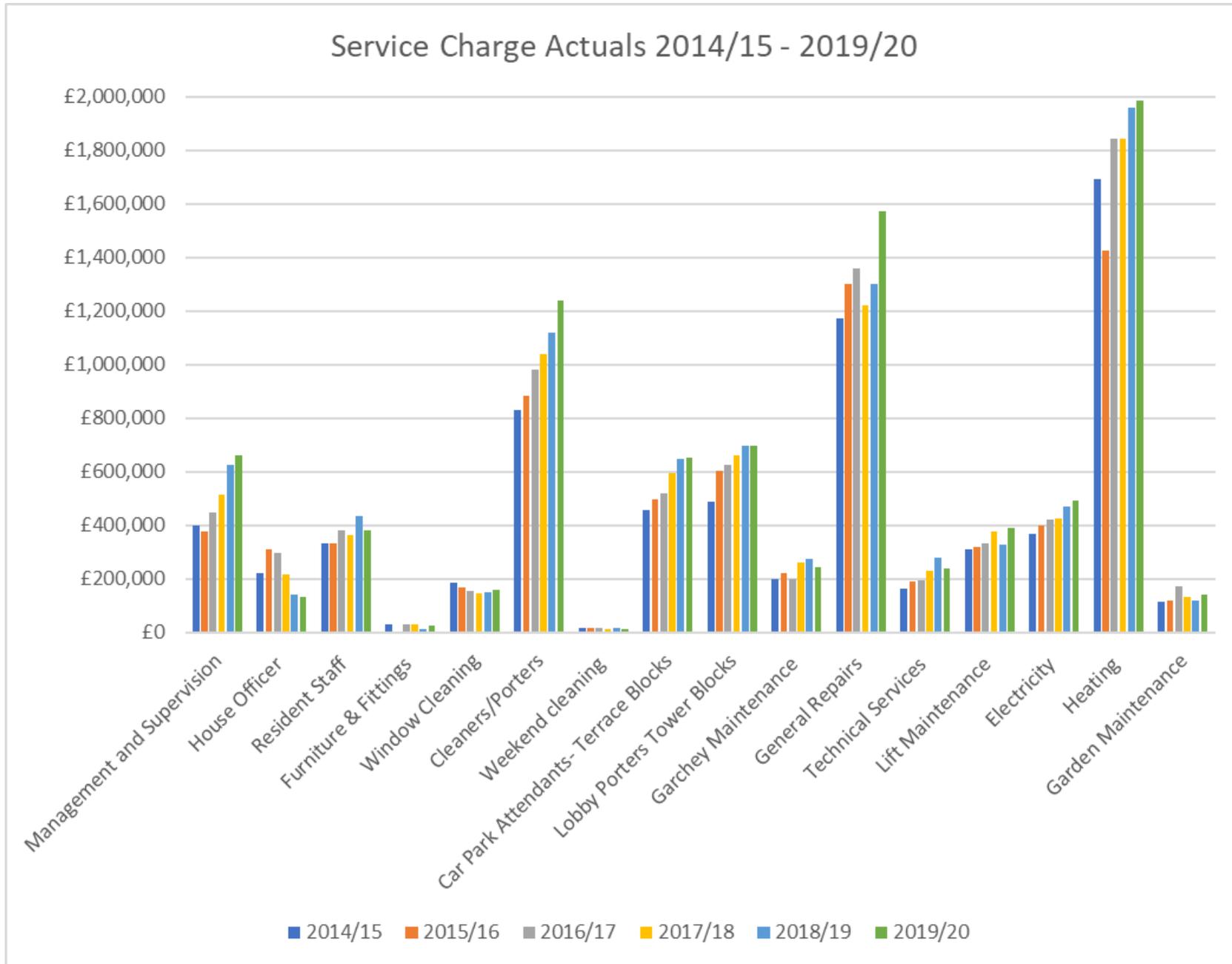
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CROSS	ITEM	MAIN BASIS OF	ACTUAL	ACTUAL	Variance	ESTIMATE	ESTIMATE
REF. KEY		ATTRIBUTION (A)	2018/19	2019/20	(Increase) reduction %	2019/20	2020/21
1	Electricity (Common Parts and Lifts)	Actual	(468,252)	(492,180)	(5.11%)	(489,783)	(516,441)
2	Lift Maintenance	Actual	(326,164)	(390,176)	(19.63%)	(358,047)	(360,649)
3	Resident Housekeepers (Additional Pension)	E. wide lease %	(276)	(283)	(2.41%)	0	0
4	Resident Engineers	E. wide lease %	(431,853)	(379,651)	12.09%	(397,633)	(413,383)
5	Furniture & Fittings	Actual	(10,986)	(24,933)	(126.95%)	(42,000)	(26,000)
6	Window Cleaning	Contract base	(147,825)	(159,321)	(7.78%)	(154,126)	(148,785)
7	Cleaning Materials including refuse sacks	No. cleaners	(22,538)	(27,196)	(20.67%)	(32,000)	(32,000)
8	Cleaning Equipment	No. cleaners	(17,308)	(4,906)	71.65%	(4,000)	(4,000)
9	Estate Cleaners	No. cleaners	(1,078,257)	(1,207,899)	(12.02%)	(1,125,404)	(1,161,214)
10	Additional Refuse Collection	No. cleaners	(14,668)	(13,992)	4.61%	(10,052)	(8,246)
11	Garden Maintenance	E. wide lease %	(118,670)	(139,377)	(17.45%)	(130,000)	(130,000)
12	Car Park Attendants	Terrace lease %	(647,389)	(650,067)	(0.41%)	(632,264)	(658,791)
13	Hall Porters	owers one third each plus individual costs	(697,477)	(696,088)	0.00	(699,000)	(752,000)
14	Garchey Maintenance	E. wide lease %	(275,603)	(243,503)	11.65%	(256,000)	(268,000)
15	Pest Control	E. wide lease % + individual block costs	(14,071)	(16,562)	(17.71%)	(23,000)	(23,000)
16	General Maintenance (Estate)	E. wide lease % and no of repairs orders	(92,270)	(142,522)	(54.46%)	(1,265,007)	(1,438,401)
17	Electrical Repairs (Common Parts)	Actual	(118,363)	(176,557)	(49.17%)	included in above	included in ab
18	Electrical Repairs (Exterior)	Actual	(10,572)	(270)	97.45%	included in above	included in ab
19	General Repairs (Common Parts)	Actual	(134,267)	(135,641)	(1.02%)	included in above	included in ab
20	General Repairs (Exterior)	Actual	(884,853)	(1,078,982)	(21.94%)	included in above	included in ab
22	House Officer	E. wide lease %	(141,785)	(132,776)	6.35%	(192,900.00)	(140,000)
	Sub Total - Basis for apportionment of estate wide Supervision and Management Costs		(5,653,448)	(6,112,881)	(8.13%)	(5,811,217)	(6,080,910)
21	S&M technical	No of repairs orders	(279,590)	(238,918)	14.55%	(204,750)	(228,918)
23	Estate-Wide Supervision & Management costs	Ratio	(626,002)	(660,991)	(5.59%)	(578,725)	(694,000)
24	Directly attributed Supervision & Management costs	Actual time	0	0		inc above	inc above
25	Redecorations	Actual	(249,233)	(103,225)		0	0
25	Redecorations Programme 2020-2025	Actual	(7,620)	(16,356)		(103,478)	0
26	Safety/Security ( included in general repairs on schedule)	Actual/E. wide lease %	(48,174)	(22,516)	-53.26%	inc in repairs	inc in repairs
27	Water Supply Works	Actual/E. wide lease %	(86,526)	(107,186)	(23.88%)	inc in repairs	inc in repairs
28	Concrete works	Actual	(237,538)	(77,250)		(57,845)	0
29	Emergency Lighting	Actual	(6,784)	0		(30,000)	(3,000)
30	Asbestos management / removal	Actual	(101,143)	(93,127)		0	0
	Electrical testing		0	0		0	0
31	Roof repairs	Actual	(70,000)	(211,082)		(176,960)	0
32	Asset management/Stock Condition Survey	Actual/E. wide lease %	(4,072)	(78,983)		(125,000)	(75,000)
35	Water Tank Repairs/Replacement	Actual	(6,098)	(428,912)		(846,568)	(112,406)
	Total Services		(1,722,781)	(2,038,546)		(2,123,326)	(1,113,324)
33	Heating - Electricity	Actual	(1,944,963)	(1,972,550)	1.42%	(1,900,060)	(2,013,099)
33	Heating - Gas	Actual	(15,503)	(15,194)	(1.99%)		
	Total Services & Heating		(9,336,695)	(10,139,171)	8.59%	(9,834,603)	(9,207,333)

<u>Narration</u>	<u>Cross- Reference key</u>	<u>CBIS Actual</u>	<u>BEO Adjustment</u>	<u>Service Charge Schedule</u>
		£	£	£
Electricity (Common Parts and Lifts)	1	(492,180.48)	0.00	(492,180.48)
Lift Maintenance	2	(387,376.33)	(2,800.08)	(390,176.41)
Resident Housekeepers (Additional Pensio	3	(283.07)	0.00	(283.07)
Resident Engineers	4	(379,650.81)	0.00	(379,650.81)
Furniture & Fittings	5	(24,933.32)	0.00	(24,933.32)
Window Cleaning	6	(159,321.24)	0.00	(159,321.24)
Cleaning Materials including refuse sacks	7	(27,195.52)	0.00	(27,195.52)
Cleaning Equipment	8	(4,906.21)	0.00	(4,906.21)
Estate Cleaners	9	(1,207,898.52)	0.00	(1,207,898.52)
Additional Refuse Collection	10	(13,992.06)	0.00	(13,992.06)
Garden Maintenance	11	(139,376.81)	0.00	(139,376.81)
Car Park Attendants	12	(649,469.57)	(597.15)	(650,066.72)
Hall Porters	13	(696,087.57)	0.00	(696,087.57)
Garchey Maintenance	14	(243,503.22)	0.00	(243,503.22)
Pest Control	15	(16,562.13)	0.00	(16,562.13)
General Maintenance (Estate)	16	(143,774.63)	1,252.91	(142,521.72)
Electrical Repairs (Common Parts)	17	(177,163.98)	607.20	(176,556.78)
Electrical Repairs (Exterior)	18	(270.00)	0.00	(270.00)
General Repairs (Common Parts)	19	(141,565.22)	5,924.39	(135,640.83)
General Repairs (Exterior)	20	(1,078,231.66)	(750.39)	(1,078,982.05)
Technical Services	21	(238,918.34)	0.00	(238,918.34)
House Officer	22	(132,775.88)	0.00	(132,775.88)
Estate-Wide proportion of Supervision & M	23	(660,990.71)	0.00	(660,990.71)
Directly attributed Supervision & Manager	24	0.00	0.00	0.00
Redecorations	25	(118,905.73)	15,680.30	(103,225.43)
Redecorations Programme 2020-2025	25	(16,355.65)	0.00	(16,355.65)
Safety/Security	26	(22,515.99)	0.00	(22,515.99)
Water Supply Works	27	(107,185.53)	0.00	(107,185.53)
Concrete Works	28	(120,212.30)	42,962.11	(77,250.19)
Emergency Lighting	29	0.00	0.00	0.00
Asbestos Management	30	(93,676.52)	550.00	(93,126.52)
Roof Repairs	31	(211,082.00)	0.00	(211,082.00)
Asset Management/Stock Condition Surve	32	(78,983.45)	0.00	(78,983.45)
Water Tank Repairs/Replacement	34	(450,888.33)	21,976.64	(428,911.69)
Heating	33	(2,059,076.46)	71,331.89	(1,987,744.57)
Insurance	N/C	(1,049.01)	1,049.01	0.00
<b>TOTAL</b>		<b>(10,296,358.26)</b>	<b>157,186.83</b>	<b>(10,139,171.42)</b>

Actual 2018-19 £'000	TABLE 3 - Service Charge Account	Original Budget £'000	Latest Approved Budget £'000	Actual 2019-20 £'000	Variances £'000
	<b>Expenditure</b>				
(2,487)	Direct Employee Expenses	(2,579)	(2,670)	(2,586)	84
(12)	Indirect Employee Expenses	(8)	(6)	(4)	2
(2,499)	Total Employees	(2,587)	(2,676)	(2,590)	86
(2,532)	Repairs and Maintenance	(1,856)	(2,054)	(2,468)	(414)
0	SRP projects	0	(706)	(705)	1
(2,374)	Energy Costs	(2,458)	(2,477)	(2,594)	(117)
(136)	Rents	(141)	(137)	(137)	0
(15)	Rates	(19)	(18)	(14)	4
(1)	Water Services	(3)	(3)	(2)	1
(166)	Cleaning and Domestic Supplies	(238)	(214)	(120)	94
(119)	Grounds Maintenance Costs	(130)	(130)	(139)	(9)
(5,343)	Total Premises Related Expenses	(4,845)	(5,739)	(6,179)	(440)
(33)	Equipment, Furniture and Materials	(73)	(74)	(40)	34
0	Catering	(1)	(1)	0	1
(7)	Clothes, Uniform and Laundry	(12)	(12)	(9)	3
(4)	Printing, Stationery	(7)	(6)	(3)	3
0	Fees and Services	(1)	(1)	(21)	(20)
0	Expenses	0	0	(2)	(2)
(15)	Communications and Computing	(19)	(20)	(13)	7
(59)	TOTAL Supplies and Services	(113)	(114)	(88)	26
(7,901)	<b>TOTAL Expenditure</b>	(7,545)	(8,529)	(8,857)	(328)
9,340	Income	8,912	10,073	10,286	213
1,439	<b>Net Income</b>	1,367	1,544	1,429	(115)
	Recharges				
(1,604)	Expenditure	(1,542)	(1,719)	(1,585)	134
165	Income	175	175	156	(19)
(1,439)	Total Recharges	(1,367)	(1,544)	(1,429)	115
0	<b>Total Service Charge Account</b>	0	0	0	0

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**Actions from March 2020 Residents Consultation Committee (RCC) & other outstanding issues (*updates appear in italics*)**

Issue	Source	Officer
<b>Public Realm in and around the Barbican Estate</b>		
<i>The City’s Corporate Asset and Procurement Sub Committee had considered this and asked that Officers produce an update report on maintenance of the Highwalks with proposals for a future meeting. This report is now expected to be presented to the September Committee.</i>	RCC March 20	Paul Murtagh
<b>Fire Safety</b>		
<i>Following discussions at both RCC and BRC, the BRC asked that a bid to cover the fire door replacement works be progressed. A bid report was presented to the BRC in June. It was resolved that the recommendation from officers to submit a supplementary Capital Bid be approved, to enable the replacement of front entrance door sets to all flats on the Barbican Estate with new modern replacements that comply with ‘Approved Document B – Fire Safety of the Building Regulations’. The Capital Bid will be progressed through Committee in September.</i>	BRC March 20	Paul Murtagh
<b>Barbican Estate Redecoration Programme 2020-25</b>		
<i>In consultation with the Chairmen and Deputy Chairmen, the Town Clerk has approved recommendations in respect of the matter(s) set out below:</i>	BRC March 20	Paul Murtagh
<i>The Barbican Estate Redecoration Programme 2020-25 – Gateway 4 – Issues Report was initially considered at the meeting of the BRC on 16 March 2020. At that meeting, a number of questions were raised on the difference between the quotes submitted and this resulted in the report being deferred, pending the provision of further information, and consideration at a Special Meeting in April. The RCC had also raised similar questions when it met on 2nd March 2020. In response to the Covid-19 emergency measures in respect of City of London Committees, there were no Committee meetings during April and the Special Meeting did not take place.</i>		
<i>The information requested by the BRC has since been provided and set out in the appendices to the report. The views of Committee on the award of the contract was also sought and the majority of Members, who responded to that consultation, supported the award of the preferred contractor. This was effectively, Gateway 5 in the Project Approval Procedure, the ‘regular route’, and delegated to the Director of Community and Children’s Services. However, Gateway 4, which had already been approved by the Projects Sub Committee still required sign off under Urgency Provision, as the approved Contractor had agreed to an extension until 14th May 2020 and the meeting of the BRC, scheduled for 15th June 202, was provisional at that</i>		

<p>stage.</p> <p><i>Action taken:</i></p> <p>1. The provision of an additional budget of £563,252, uplifting the total estimated cost of the Barbican Estates redecoration project to £3,938,252 (excluding risk);</p> <p>2. Note the revised total project budget of £3,938,252 (excluding risk), with the overall cost of the redecoration project being met from the City Fund (95% of which was recoverable via service charge from long leaseholders and the remainder funded from local risk revenue budgets);</p> <p>3. Note that, notwithstanding the fact that the approval of the Gateway 5 (Authority to Start Work) report fell within the remit of the Chief Officer as per the regular approval track on conclusion of the post-tender Section 20 process, following consultation with the BRC, the Gateway 5 report had already been approved in consultation with the Chairman and Deputy Chairman under the urgency procedures.</p>		
<p><b>Asset Maintenance Working Party (AMWP)</b></p>		
<p><i>Officers agreed to investigate the timeframe for the House Groups to receive the Tower Block lift review reports. The AMWP has already received a copy of the draft condition survey and outline of works required along with budget estimates. The reports have recently also been sent to the House Group Chairs.</i></p>	<p>RCC March 20</p>	<p>Mike Saunders</p>
<p><b>Vacated Police Station at Shakespeare Tower</b></p>		
<p><i>The RCC would like to explore the feasibility of the vacated Police Station being used as a community space. In the first instance, officers had arranged a site visit with the RCC and Barbican Association Chairs in March but this was put on hold due to COVID-19. This will now be followed up in September.</i></p>	<p>RCC March 20</p>	<p>Becky Bello</p>
<p><b>Contact:</b> Michael Bennett, Head of Barbican Estates – 020 7029 3923 – <a href="mailto:barbican.estate@cityoflondon.gov.uk">barbican.estate@cityoflondon.gov.uk</a></p>		

# Agenda Item 9

<b>Committee(s)</b> Residents' Consultation Committee Barbican Residential Committee	<b>Date(s):</b> 07092020 21092020
<b>Subject:</b> Sales and Lettings Update	<b>Public</b>
<b>Report of:</b> Andrew Carter Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Anne Mason	

## Summary

This report, which is for information, is to advise members of the sales and lettings that have been approved by officers since your last meeting. Approval is under delegated authority and in accordance with Standing Orders. The report also provides information on surrenders of tenancies received and the number of flat sales to date.

### **Recommendation:**

That the report be noted.

## Main Report

### BACKGROUND

1. The acceptance of surrenders of tenancies and the sale and letting of flats are dealt with under delegated authority.

### SURRENDERS/TERMINATIONS

2.

Case No	Type	Floor	Rent Per Annum	Tenancy commenced/ expired	Reason for Surrender	Date of Surrender
1	21	3	£25,650	13/09/17/ 12/09/20	Take up a new tenancy	28/08/2020

### RIGHT TO BUY SALES

3.

	<b>18 August 2020</b>	<b>19 February 2020</b>
Sales Completed	1079	1079
Total Market Value	£94,546,908.01	£94,546,908.01
Total Discount	£29,539,064.26	£29,539,064.26
NET PRICE	£65,007,843.75	£65,007,843.75

### OPEN MARKET SALES

4.

	<b>18 August 2020</b>	<b>19 February 2020</b>
Sales Completed	860	860
Market Value	£157,969,271.97	£157,969,271.97

5. Fifteen exchanges of sold flats have taken place with the sum of £720,254 being paid to the City of London.

6. The freeholds of 14 flats in Wallside have been sold with the sum of £35,000 being paid to the City of London.

7. A 999 year lease has been completed with the sum of £43,200 being paid to the City of London.

### APPROVED SALES

8.

CASE	Block	Floor	Type	Price	Remarks as at 13/08/2020
1	Speed House	1	20	£800,000	Proceeding (new purchaser)

### COMPLETED SALES

9. There has not been any completions since the last report.

### APPROVED LETTINGS

10.

CASE	Block	Floor	Type	Annual Rent	Remarks as at 13/08/2020
1	Cromwell Tower	18	1A	£38,300	Completion due 24/08/20 (existing tenant)

## SALES PER BLOCK

11.

BLOCK	TOTAL NO. OF FLATS	TOTAL NO. SOLD	NET PRICE £	% NO. OF FLATS SOLD
ANDREWES HOUSE	192	184	16,648,760.00	95.83
BEN JONSON HOUSE	204	196	14,877,454.83	96.08
BRANDON MEWS	26	24	1,057,460.00	92.31
BRETON HOUSE	111	109	8,506,712.50	98.20
BRYER COURT	56	55	2,307,338.50	98.21
BUNYAN COURT	69	67	5,384,280.00	97.10
DEFOE HOUSE	178	173	17,414,782.50	97.19
FROBISHER CRESCENT	69	69		100.00
GILBERT HOUSE	88	87	11,046,452.50	98.86
JOHN TRUNDLE COURT	133	133	5,467,527.50	100.00
LAMBERT JONES MEWS	8	8	1,400,000.00	100.00
MOUNTJOY HOUSE	64	63	5,925,723.50	98.44
THE POSTERN/WALLSIDE	26	22	5,959,130.00	84.62
SEDDON HOUSE	76	75	8,445,677.50	98.68
SPEED HOUSE	114	108	12,468,148.50	94.74
THOMAS MORE HOUSE	166	162	13,668,455.00	97.59
WILLOUGHBY HOUSE	148	146	14,337,670.50	98.65
<b>TERRACE BLOCK TOTAL</b>	1728 (1728)	1681 (1681)	144,915,573.33 (144,915,573.33)	97.28 (97.28)
CROMWELL TOWER	112	103	27,005,801.00	91.96
LAUDERDALE TOWER	117	114	24,553,779.63	97.44
SHAKESPEARE TOWER	116	110	27,300,415.76	94.83
<b>TOWER BLOCK TOTAL</b>	345 (345)	327 (327)	78,859,996.39 (78,859,996.39)	94.78 (94.78)
<b>ESTATE TOTAL</b>	2073 (2073)	2008 (2008)	223,775,569.72 (223,775,569.72)	96.86 (96.86)

Frobisher Crescent and the freehold Wallside properties have now been included in the table.

**Anne Mason**

Revenues Manager

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<b>Committee:</b>	<b>Date(s):</b>
Residents' Consultation Committee	07 September 2020
Barbican Residential Committee	21 September 2020
<b>Subject:</b> Update Report	
<b>Report of:</b> Director of Community and Children's Services	<b>Public</b>

## Summary

### Barbican Estate Office

1. Agenda Plan

### **Property Services – see appendix 1**

2. COVID-19 Property Services during lockdown
3. Public lift availability
4. Water tanks works
5. Fire Signage
6. Underfloor Heating Working Party
7. And finally .....

Recommendations that the contents of this report are noted.

### **Background**

This report updates members on issues raised by the Residents' Consultation Committee and the Barbican Residential Committee at their meetings in March and June 2020. This report also provides updates on other issues on the estate.

#### **1. Agenda Plan**

The table below includes a list of pending committee reports:

## Residents' Consultation Committee & Barbican Residential Committee

Report Title	Officer	RCC Meeting Date	BRC Meeting Date
"You Said; We Did" Actions (Separate list for RCC & BRC)	Michael Bennett	30 Nov	14 Dec
Service Level Agreement Review - TBC	Michael Bennett		
Service Charge Expenditure & Income Account - Original Budget 2020/21 & Original Budget 2021/22	Chamberlains		
Revenue & Capital Budgets – Original Budget 2020/21 and Original 2021/22 - Excluding dwellings service charge income & expenditure	Chamberlains		
Progress of Sales & Lettings	Anne Mason		
Arrears Report ( <b>BRC Only</b> )	Anne Mason		
Commercial Arrears ( <b>BRC Only</b> )	Helen Davinson		
Update Report ( <b>deadline 16 November</b> ): <ul style="list-style-type: none"> <li>• Main update - Agenda Plan 2021</li> <li>• Property Services Update (Appendix 1)</li> </ul>	Michael Bennett		

**Contact:** Michael Bennett, Head of Barbican Estates  
 Tel: 020 7029 3923  
 E:mail: [barbican.estate@cityoflondon.gov.uk](mailto:barbican.estate@cityoflondon.gov.uk)

## 2. Covid-19. PROPERTY SERVICES DURING LOCKDOWN

This update will focus on what changes we had to make within Property Services to maintain a good level of service to the Barbican Estate and our other estates within Housing.

At the start of 'lockdown' the services we delivered and the way in which we delivered them changed. Our repairs service was limited to emergency and urgent repairs. Projects and surveys that were being carried out were put on hold. Our contractors furloughed many of their staff, retaining key personnel only.

With a tremendous effort from all staff involved we maintained and continue to maintain a good level of service.

**Property Services Officers** (Resident Engineers) were on-site daily. Some of the duties they carried out during lockdown were:

- Providing support to Customer Services staff who were taking repair calls and determining whether works could be carried out safely.
- Supporting/managing our repairs contractors (Metwin) and other contractors who were on site carrying statutory work and inspections.
- Carrying out works to car park ventilation systems
- Completing the labelling of doors across the estate to assist with future security, better identification when repairs are reported and for condition surveys
- Ensuring blocks were compliant and providing necessary documentation to the London Fire Brigade during their inspections which were carried out with little notice (in some cases 24 hours).
- Assisting in the provision of PPE for estate concierge staff, organising layout routes for visitors whilst car parks were closed
- Meter readings were not considered essential so these were put on hold at the start of the lockdown. These have now recommenced and readings are being emailed to those residents that request them.

**Repairs.** Calls continued to be taken by the Customer Services team who, whilst they were working from home, still worked as a team through IT and telephony technology.

For the period from March 2020 to mid-August the following number of repairs/inspections were raised:

- Repairs contractor (Metwin). 1,231 orders were raised with just 7 going beyond their target date
- Garchey. 115 orders were raised direct to the Garchey team all of which were completed within target
- Property Services Officers. In addition to all the work the PSO's carry out, 273 orders were raised with just 2 going beyond the target date due to access

**Surveys/Testing.** Some surveys and tests were suspended at the start of lockdown. As we started to move out of lockdown many planned services have recommenced:

- Legionella monitoring has continued throughout lockdown checking water temperatures from all communal water storage tanks and sampling where required. In August, water monitoring within properties recommenced with temperatures from taps are recorded and samples taken where required.
- Asbestos Surveys. Plans to recommence the surveys started back in June when we worked with the contractor on Risk Assessments and Method Statements (RAMS). High levels of protection of staff, residents and the public is nothing new to asbestos contractors but we had to ensure they had updated their policies to make them Covid compliant. Inspections commenced in July and are now complete
- Legionella Risk Assessments. The 5 yearly risk assessments have commenced and communal storage tank assessments are due to complete in October. Access to sample properties will be required. A programme of properties is currently being developed
- Stock Condition Survey. Savills commenced the Stock Condition Survey in July and this will be completed in September. Access will be required to sample properties and this will take place after all other areas have been surveyed.

## Other Updates

### **3. Public Lift Availability**

Availability of the public lifts under the control of Property Services is detailed below:

Lift	From April 2019 to March 2020	From April 2020 to June 2020
Turret (Thomas More)	99.85%	99.92%
Gilbert House	99.82%	99.89%

### **4. Water tank works**

We are looking to start the disruptive water tank work in September following work put on hold during Covid-19. A new completion date of November is now expected if there are no further interruptions. Residents will be notified in advance of any interruptions to water supplies.

### **5. Fire signage**

Fire signage installations are due to be completed by February 2021 in all blocks

### **6. Underfloor Heating Working Party (UFHWP)**

Resident members of the UFHWP have been working on how the software that controls the underfloor heating can be adjusted to allow the trial reported in February's committee can go ahead. The trial will shift some of the heating load from January/February to October /April, while keeping overall spending constant

Working with officers, the settings have been agreed and we will be carrying out a poll with all residents seeking support for the trial.

Thanks should go to the resident members and the officer members who worked specifically on calculating and agreeing the parameters for the trial to go ahead

### **7. AND FINALLY**

During the height of the pandemic, a shipping container appeared on Cromwell Tower Forecourt for a resident who was moving. A challenging day for the team as they had to have it moved from a LFB access point and have the area checked for damage

