

## Foreword

The Altair review (2022/23) of the Barbican Estate Office is an important milestone for the residents and staff of the Barbican Estate. The report highlights the need for significant and sustained improvement across all aspects of our work and service delivery. In accepting the key themes of this report, we have already commenced work on a structured, complex and thorough change programme that will take place over the next two years. We are approaching this with the urgency and pace that is required and will ensure that the change is sustained through improved use of technology, systems and effective performance management.

Engagement of our residents is key in this change programme, and we have been incredibly fortunate to have Sandra Jenner and Adam Hogg (as Chairs of the Barbican Estate Residents Consultation Committee and Barbican Association respectively) representing residents' voices and providing both strong, effective challenge and support to the programme. We will facilitate a resident engagement forum in September to ensure that all residents can engage and can give feedback on our plans for change. Ongoing communication and engagement with staff and contractors are absolutely key to the success of this change programme and this engagement is built into the plan.

The City of London Corporation has provided additional project management capacity to support delivery of this programme, and we are reviewing the additional support we require to achieve our shared ambitions.

The plan covers every aspect of the review, but I highlight several priority areas of focus for our work.

1. Permanent recruitment to the Head of Barbican Estate Office
2. Revise the structure of Barbican Estate office to deliver a cost effective and efficient service
3. Develop a programme to enhance the culture and performance management of the service
4. Review of operational arrangements (e.g., car parking)
5. Ensure the effective management of the fabric of the Estate
6. Improve transparency, accuracy and value for money of service charges

The attached action plan will be a developing and changing document, ensuring that we drive the necessary improvements. I welcome comments and feedback as we work to deliver the necessary change and improvement. In driving this work, we will create an environment that will allow both residents and staff to have confidence and pride in our work.

Judith Finlay

**Executive Director of Community and Children's Services**