

<b>Committees:</b> Residential Consultative Committee – For information Barbican Residential Committee – For information	<b>Dated:</b> 25 <sup>th</sup> March 2024 8 <sup>th</sup> April 2024
<b>Subject:</b> Report from the Barbican Transformation Board	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<ul style="list-style-type: none"> <li>• People are safe and feel safe.</li> <li>• We are digitally and physically well-connected and responsive.</li> <li>• We inspire enterprise, excellence, creativity, and collaboration.</li> <li>• Our spaces are secure, resilient, and well-maintained.</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Pam Wharfe Interim Assistant Director Housing & Barbican	<b>For Information</b>
<b>Report author:</b> Pam Wharfe Interim Assistant Director Housing & Barbican and Kimberely Ellis Improvement Manager	

### Summary

This report provides information about the operation, achievements, and challenges for the Barbican Transformation Board.

### Recommendations

Members are asked to:

- Note the report

# Main Report

## Background

1. The Barbican Transformation Board was set up in October 2023 and has been meeting monthly. The purpose of the Board is to guide the work in transforming the operation of the Barbican residential services. Several key issues were identified in the review work conducted by the Altair Consultancy in February 2023 needing to be addressed by the City of London Corporation.
2. There are 6 improvement workstreams and their key actions are described below. They provide structure to the programme to ensure that all the issues identified by Altair are covered.
  - a. Organisational design**
    - i. Ensure the structure reflects the needs of the residents and fabric of the estate.
    - ii. Assess and optimise property and resident services, including the evaluation of the cleaning, car park, parcels, out of hours, and keys services
    - iii. Recruit and appoint a dedicated Assistant Director BEO, Contract Manager and Head of Property Services, to enhance overall operational efficiency and standardisation.
  - b. Customers**
    - i. Document, agree upon, monitor, and report appropriate service levels and Key Performance Indicators (KPIs).
    - ii. Enhance the current complaints process to incorporate Ombudsman alternative appropriate escalation channels, in compliance with Leasehold regulations, providing residents with clear and accessible guidance.
    - iii. Establish and integrate standardised systems and processes to ensure effective, consistent, and accessible communication channels for residents and stakeholders.
  - c. Processes**
    - i. Introduce an asset management plan for BRE fabric and services alongside active management and accountability for contracts and project management.
    - ii. Implement operational workflow improvements, focusing on standardisation and optimisation of processes and systems, particularly Civica.
    - iii. Develop a service charge budgeting policy and procedure to establish clear, standardised, and centralised systems, ensuring process accountability.
  - d. Technology and Systems**
    - i. Integrate technological advancements into operations.
    - ii. Implement analysis and reporting tools for tracking performance, progress, and costs.
    - iii. Conduct a comprehensive assessment of systems and data quality within the BEO, identifying areas for improvement in knowledge, usage, standardisation, governance, and automation. Develop a plan outlining short to long-term improvements with tangible deliverable outcomes.

**e. Performance and Data**

- i. Thoroughly integrate the City of London's performance framework across the BEO to align with strategic, operational and transformation objectives.
- ii. Improve resource planning methods, achieving a reduction in costs related to overtime and agency staff.
- iii. Actively manage and decrease staff sickness levels, implement a robust Key Performance Indicator (KPI) dashboard for transparency, and establish a structured system of quality assurance checks and performance reviews to elevate the standard of contractor services.

**f. People and Culture**

- i. Provide accurate and easily understandable information in Plain English.
  - ii. Improve trust and confidence between residents, City of London, and BEO.
  - iii. Develop and embed a comprehensive training and development programme that sets clear and high service standards, incorporating the behaviours and values specific to the City of London.
3. The Board is chaired by Judith Finlay Executive Director for Childrens' and Community Services City of London Corporation and is attended by
- a. Members: Helen Fentimen, Anne Corbett, Mark Wheatley
  - b. Residents: Sandra Jenner Chair RCC and Adam Hogg Chair Barbican Association
  - c. Officers: Pam Wharfe (Interim AD Housing & Barbican), Rosalind Ugwu (Interim Head of Barbican), Gerri Scott (Housing Consultant) and Kimberley Ellis (Interim Service Improvement Manager).
4. The Board's role is to check, question and provide support to the programme to overcome barriers to achieving the programme's goals as outlined above in the Workstreams. Each month updates are provided to the Workstreams, and a highlight report is submitted to the Board showing progress and areas for attention. Officers have a detailed premeeting with the Resident representatives before each Board meeting.

**Current Position**

5. There are 51 actions captured with the Transformation Programme Framework. Of the 51 actions 8 have been completed, 31 are in progress and 8 have yet to be started.
6. The Board has recently included the work on the procurement of the new repairs and maintenance services for the Barbican into the programme as this is a key activity in improving the services to residents.
7. **Achievements:** The following key achievements were reported at the last Board meeting:
- a. Appointment of the Assistant Director Barbican Daniel Sanders (New role)

- b. Appointment of the Assistant Director Housing (New role)
- c. Three key posts are out to recruitment with adverts closing by 25<sup>th</sup> March 2024.
  - i. Contracts Manager (New role)
  - ii. Head of Property Services for the Barbican (New role)
  - iii. Service Charges and Revenues Manager
- d. **Metwin Contract extension:** Responsible Lead Officer - Damon Ellis (Interim Contracts Manager): The Deed of Variation to extend the Metwin Contract until March 2025 has been signed by the City and the Company.
- e. **Repairs & Maintenance Contract Procurement:** Responsible Lead Officer – Michael Gwyther-Jones (Head of Developments & Special Projects). In collaboration with the Repairs and Maintenance Procurement Working Party:
  - i. Residents actively participated in the consultation process for the future contract for repairs and maintenance for the Barbican Residential Estate. A total of 50 residents attended two webinars, and an additional 173 responses were received through an online questionnaire. The valuable feedback gathered from these sessions and the survey will play a pivotal role in guiding our decision-making process regarding the future contract.
  - ii. Pennington Choices is assisting the City with the development of contract options and formal procurement processes. The target completion date for this action is April 2025.

#### 8. In progress:

- a. Work has started on developing an **Asset Management Strategy** for the Barbican with Ark Consulting appointed to provide the City of London Corporation with the technical expertise and support required to inform this. Responsible Lead Officer: Pam Wharfe Interim AD Housing & Barbican
- b. **Cleaning Review:** Responsible Lead Officer – Rosalind Ugwu, Interim Head of Barbican. Validation of the work carried out by Altair on cleaning is taking place on the 8<sup>th</sup> March.
- c. **Windows and Balconies Audit:** Responsible Lead Officer/s: Graham Sheret & Eoin Doyle, Project Managers. Graham and Eoin have joined our Property Services team on to conduct detailed technical audits of Barbican balconies and windows. With over 55 years of combined experience as chartered building surveyors, they bring expertise in construction project management across various London developments, including residential, commercial, and educational projects. Their audits will inform remedial and future work priorities, enhancing our property management strategies. They are both leading repair work for windows and balconies and Graham Sheret is leading the procurement of the windows and fire doors for the Barbican.
- d. **Service Charge Audit:** Responsible Lead Officer Dan Sanders (Assistant Director Barbican Residential Estate): in collaboration with the Service

Charge Working Party. The Corporation have commissioned Beevers and Struthers to complete a thorough audit review of service charges. This work will enable a more transparent service charge reporting process and template to be put in place.

- e. **Energy Audit:** Responsible Lead Officer – Emma Bushell (Energy & Carbon Manager): PCMG are now appointed to undertake the audit. A kick off meeting with resident stakeholders is being arranged.

- 9. **Overdue items:** There are currently five overdue actions. Four of these actions fall under Organisational Design of which the Board has identified that more work needs to be done on the structure below the AD Barbican to be mindful of the costs of any new posts. The fifth referred to the Asset Management Strategy which is now in progress.

### **Corporate & Strategic Implications**

- 10. **Strategic implications** – The policy delivers to the following Corporate Plan objectives:
  - 11. **People are safe and feel safe:** The initiatives outlined in the Transformation Programme and update report aim to enhance safety and security within the Barbican residential community, such as improving property services, implementing effective communication channels, and ensuring accountability in performance and data management.
  - 12. The report highlights how addressing key issues identified in Barbican residential services contributes to fostering a cohesive community environment within the Barbican estate. By providing residents with necessary facilities and services, it aims to enhance the overall living experience and promote a sense of unity among residents.
  - 13. **We are digitally and physically well-connected and responsive:** Efforts to integrate technological advancements into operations and improve communication channels for residents demonstrate a commitment to enhancing digital connectivity and responsiveness within the Barbican estate.
  - 14. **We inspire enterprise, excellence, creativity, and collaboration:** The establishment of the Barbican Transformation Board and the implementation of various improvement workstreams reflect a dedication to fostering enterprise, excellence, creativity, and collaboration within the Barbican residential services, aiming to drive positive change and innovation.
  - 15. **Our spaces are secure, resilient, and well-maintained:** Initiatives such as developing an asset management plan and conducting in-depth audits to inform property management strategies contribute to ensuring that Barbican spaces are secure, resilient, and well-maintained, aligning with the objective of shaping outstanding environments.
  - 16. **Financial implications:** The majority of the work of the programme Board, including its staffing is covered by the Landlord Account to ensure that the future

operation of the Barbican Residential services are of good quality and that they provide value for money. The cost of new posts are being closely examined by the Board to ensure that they are justifiable and affordable to residents. Further reports will need to come through the governance process to make decisions about future staffing implications.

17. **Resource implications** – Additional resources have been employed via the programme Board to deliver the workstreams, the finances of which are covered in the financial implications.
18. The Board acknowledged that most of the actions currently in progress are set to be completed by 31/03/2024. To ensure alignment with the introduction of new senior management roles, there are fortnightly scrutiny discussions with designated residents on the Transformation Board. These discussions aim to review the sequence of actions, ensuring that they align with the new management's influence and involvement. Further details regarding the review and development of the program action delivery timetable will be provided in due course.
19. Managing internal resource capacity and technical expertise alongside day-to-day operational demands, while also considering potential additional costs, poses a significant challenge for the Board. However, the detailed transformation programme framework enables senior management to have overview of the requirements from the programme and balance these issues,
20. Legal implications – The Transformation Board is taking and will take legal advice about any changes which arise from the programme which have legal implications.
21. Risk implications – None
22. Equalities implications – None
23. Climate implications – None
24. Security implications – None

## **Conclusion**

The report highlights progress in enhancing Barbican residential services, with achievements in staff appointments and resident engagement. It identifies areas needing increased focus and support for effective resource management. Moving forward, the Board is committed to addressing overdue tasks and ensuring accountability.

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