

## Appendix 3 – Consultation Report (Barbican)

### 1. Introduction and Scope of Consultation

- 1.1. To support the development and design of the new Repairs and Maintenance contracts for the City of London (CoL) an extensive engagement process has been undertaken. This document sets out the summarised approach, findings and how these issues are being addressed through the new contracts.
- 1.2. To ensure the new contracts were developed effectively and took into consideration the existing issues facing the CoL, a project team was created. This group is made up of key representatives from the CoL, with appointed leaseholder representatives and Pennington Choices.
- 1.3. The project team has met monthly for the past few months and will continue to do so until the project is completed, and a new contractor is procured and embedded.
- 1.4. One of the key aspects of this project was ensuring we were able to engage with as many stakeholders as possible. A communication and engagement strategy were developed, alongside an operational plan.
- 1.5. Key stakeholder engagement took place during January to March 2024:
  - Two online webinars for leaseholders of the Barbican estate – A total of 55 attended these sessions.
  - An online webinar for staff members who deliver the key services to the Barbican to understand internal operational issues, and what they would like to see in the new contracts. A total of 51 staff attended these sessions.
  - Online Questionnaire that could be accessed by any leaseholder which was distributed widely through email, posters, leaflets, and newsletters. This garnered 173 responses from leaseholders.
- 1.6. This engagement piece was designed to understand the current issues being faced, develop solutions to address these, look at what leaseholders would like to see in the future, and to understand the priorities of leaseholders and staff. Although it was clear there are some service failings at present, engagement has been positive, with valuable feedback.

## 2. What Leaseholders Would Like to See

2.1. During the webinars, and through the questionnaires several key themes have emerged in relation to the existing service. These are summarised below in the first two tables. The third table highlights what the stakeholder groups would like to see in the new contract.

Grouping	Requests
Quality of Workmanship	There is a strong emphasis on the need for repairs to be completed properly the first time, rather than requiring recurring fixes.
Contractor Performance and Accountability	Residents want better monitoring of contractor performance, penalties for inadequate repairs or missed service levels, and more transparency in reporting and billing.
Communication and Tracking	Residents desire a clearer system for reporting repairs, tracking progress, receiving updates, and confirming completion.
Staffing and Expertise	Concerns are raised about the adequacy of staffing levels, particularly in terms of expertise, and the need for proper training and qualifications for workers.
Cost Transparency and Efficiency	Residents want detailed breakdowns of costs for each job, as well as measures to incentivize contractors to keep material costs down.
In-house Services vs. Outsourcing	Many residents highlighted positive experiences with resident engineers, with some advocating for more of the service to be bought in-house.
Customer Service and Professionalism	Residents expect courteous and respectful behaviour from contractors, along with professionalism and adherence to agreed-upon standards of conduct.
Transparency and Accountability	There are calls for greater transparency in decision-making processes, contract terms, and performance metrics, as well as mechanisms for holding both contractors and city officials accountable for their actions.
Efficiency and Timeliness	Concerns are raised about delays in responding to repair requests and completing repairs in a timely manner.
Feedback and Follow-up	Residents want better systems for collecting feedback on repair experiences and addressing any issues that arise, as well as ensuring follow-up and resolution of reported problems.

### 3. Response to Concerns & Suggestions

3.1. Based upon the feedback received, alongside consultation and agreement with the working group we have identified key areas that can be addressed by the new contracts. Although not an exhaustive list, the main areas are summarised below.

- **Specialist Waterproofing Contract:** Separate contract from general repairs for improved quality and set rates.
- **Value for Money Assessment:** Major works will go through a tender process and won't go to the General Repair contractor by default.
- **Prioritising Repairs:** Simplified to streamline reporting and provide clear timelines.
- **Leaseholder Representation:** To be added to operational meetings for direct feedback.
- **Evidence of Completed Works:** Before and after photos required by contracts manager for transparency.
- **Automated Reminders:** Text messages for appointments to improve communication for the future contract.
- **Inspections:** 10% of works will be pre and post inspected for quality assurance, contractor behaviour, and cost benchmarking.
- **Operative Vetting:** In the new contract, all operatives working will be subject to mandatory vetting for skills and qualifications.
- **Subcontractor Usage:** Limited, this will only be for specialist works or high-volume periods.
- **Financial Penalties:** Imposed for failing to meet Key Performance Indicators. Performance will be rigorously monitored by the Contract Manager, and the contractor will be required to produce performance data, which will be verified by on-site inspections.
- **Proactive Maintenance:** Planned and routine maintenance will be included in the contract for timely upkeep.
- **Penalties for Substandard Repairs:** Contractors must rectify sub-standard repairs at their cost.
- **IT Integration:** A condition will be that the contractors' system can be fully integrated with BEO systems for visibility and management.
- **Code of Conduct:** Detailed customer service standards for operatives, enforced by site visits and resident feedback.
- **Follow-Up Visit Booking:** Contractors required to offer dates for follow-up visits if needed, before they leave the property.
- **Involvement in Sign-Off:** Leaseholders will have the opportunity to be more involved in the acceptance of works.