Departmental Objective 1 - To enhance and promote a better quality of life for residents,

Appendix 1

	·
Supporting the Community Strategy Theme of - A Clean Pleasant and	Supporting the City of London's Medium Term Strategy Priority of - To
Attractive City	provide excellent local authority services

Action/Task to Meet Objective	Measure of Success	Target	Responsible Officer/s	Resources	Key Drivers for Action
1a Asset Management /	An Officer will be appointed	December 2009	Mike Saunders	Additional funding may	Parts of the estate
Future Maintenance	to an Asset Management	Revised target	Head of Asset and	need to be identified as	have been occupied
	role in the coming months.	April 2010	Programme	this project may not be	for 40 years.
BEO Directorate to work			Monitoring	able to be directly	
with Technical Services staff	Initially an exercise will be	Targets will be		resourced with the	A plan for future
to review on-going – long	undertaken to identify areas	reassessed when		existing Technical	maintenance and to
term asset management of	which may need to be	an appointment		Services	identify future projects
the fabric of the Barbican	considered, to consider	into this role has			to ensure the fabric of
Estate.	trends, the balance between	been completed			the estate is protected
	reactive repairs and planned	For initial report to			for the long term
	maintenance and areas	committee with			needs to be prepared.
	which may need a more in-	action plan for			
	depth survey.	way forward.			
	This exercise will also cover	New targets and			
	identifying trends in repairs	milestones will be			
	and maintenance to consider	added when			
	where urgent attention needs	report is			
	to be targeted.	produced.			
	10 20 10. 90100.	p. 5 5 5 5 5 5			
	Committee report will identify				
	way forward with priorities,				
	timescales and resources.				

An outline of an Asset Management Plan will be completed by April 2010. This objective has been carried forward to the BEO business plan for 2010-13

Departmental Objective 2 – To Improve the department's value for money, efficiency and performance

Supporting the Community Strategy Theme of - A Clean Pleasant and Attractive City

Supporting the City of London's Medium Term Strategy Priority of – To provide excellent local authority services

Services Directorate Services Directorate. September 09 Revised target March 2010 Reviewing arrangements of the new Housing Services Division within the extended Barbican Estate Office Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Service Charge & Housing Services Director September 09 Revised target March 2010 Reviewing Collection of car parking income across the Housing Services Director Housing Services Director Housing Services Director Barbican Estate Office — it is anticipated that this will be within existing resources. CPA Performance Assessment to retain its 4 star status.						
arrangements – Housing Services Directorate Assess impact of housing arrangements of the new Housing Services Division within the extended Barbican Estate Office Barbican Estate Office Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Service Charge & Home Ownership teams. Assess impact of housing services Division within the extended Services Director Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Ownership teams. Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Ownership teams. Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Ownership teams. Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Ownership teams. Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Ownership teams. Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Ownership teams. Barbican Estate Office Consider the benefits of joint working such as those already introduced in the Ownership teams.	Action/Task to Meet Objective	Measure of Success	Target	Responsible Officer/s	Resources	Key Drivers for Action
Complete restructure of Technical Services Complete restructure of Technical Services September 2009 Revised target March 2010	2a – New working arrangements – Housing Services Directorate Review working arrangements of the new Housing Services Division within the extended	Review of new working arrangements for Housing Services Directorate. Assess impact of housing services move to the Barbican Estate Office. Consider the benefits of joint working such as those already introduced in the Service Charge & Home Ownership teams. Complete restructure of	September 09 Revised target March 2010 Reviewing collection of car parking income across the Housing Services Division – on completion of the car parking strategy September 2009 Revised target	Eddie Stevens – Housing Services	Further restructuring may take place within the Barbican Estate Office – it is anticipated that this will be within existing	The City of London is striving to provide excellent services to all residents and to meet the requirements of the CPA Performance Assessment to retain

The Technical Division's restructure will be completed by the end of March 2010. The Housing Services Director, Eddie Stevens continues to review services provided by the Housing division to ensure that any benefits from joint working between sections of the division are developed and implemented.

Departmental Objective 2 - To Improve the department's value for money, efficiency and performance

Supporting the Community Strategy Theme of - A Clean Pleasant and Attractive City

Supporting the City of London's Medium Term Strategy Priority of – To provide excellent local authority services

res Key Drivers for Action re pay & The City of London is represented to the control of the cont
on striving to provide
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likely excellent corvices to
likely Excellent Services to
affing all residents and to
costs. meet the
requirements of the
CPA Performance
Assessment to retain
its 4 star status.

A motorcycle charging policy will be presented to the March 2010 committees. Investigations are underway on the feasibility of a pre paid voucher system for temporary car parking. Outstanding elements of this objective have been carried forward to the BEO business plan for 2010-13

Departmental Objective 3 - To increase stakeholder involvement / partnership working to drive service improvement

Supporting the Community Strategy Theme of - A Clean Pleasant and Attractive City – Community Strategy

Supporting the City of London's Medium Term Strategy Priority
To provide excellent local authority services

Action/Task to Meet Objective	Measure of Success	Target	Responsible Officer/s	Resources	Key Drivers for Action
3a Representation & Consultation The Barbican Estate Directorate will be drawing up a protocol for consultation with members, RCC representatives, HG representatives, and other residents. This is to ensure that all	A review of recognised House Groups may be undertaken by the Town Clerks Department this year Following the recognition exercise a protocol / agreement is in place for all consultation. The protocol will include provision for where blocks do	September 2009 Revised target November 2009 November 2009 Revised Target	Responsible Officer/s BEO-Directorate House Officers Helen Davinson Rebecca Marshall Sarah Styles Leasehold Services Officer – Sheila Delaney	Resources No additional resources	Key Drivers for Action To ensure best practice is implemented in all consultation processes.
This is to ensure that all concerned have the opportunity to be involved in the planning and decision making process.	provision for where blocks do not have a recognised House Group A best practice guide will be consulted on and issued to all House Group committees.	Revised Target September 2010			

A review of this objective will take place after the Town Clerks Departments further review of Recognised House Groups in June 2010. This objective has been carried forward to the BEO business plan for 2010-13

Supporting the Community Strategy Theme of - A Clean Pleasan Attractive City – Community Strategy				porting the City of Lorovide excellent local	ondon's Medium Term St authority services	rategy Priority
3b - Work in partnership with the Technical Division, Door Entry Project An Equalities Impact Assessment will be produced to ensure that we identify any issues that need to be addressed	Meeting the targets set out in the Major Works SLA. A deferment was agreed in March for this project and it will be taken forward following initial outcomes of the Asset Management Plan	June 2009 Revised targete be agreed, The will be based progress of Asset Management Plan	hese I on	Richard Thomas, Head of Projects and Development	This is a project and finance is available.	To improve services for Residents and to maintain the fabric of the estate and if possible improve access options.

This project has been deferred and will be reviewed subject to outcomes of the Asset Management Plan.

Departmental Objective 3 - To increase stakeholder involvement / partnership working to drive service improvement Supporting the Community Strategy Theme of - A Clean Pleasant and Supporting the City of London's Medium Term Strategy Priority To provide excellent local authority services Attractive City Measure of Success Target Responsible Officer/s Action/Task to Meet Objective Resources **Key Drivers for Action** 3c - To improve delivery of September 2009 Transfer to Orchard computerised John Todd Staff training will be To provide value of a repairs and maintenance repairs ordering system for Revised target **Head of Repairs** required for the new money. September 2010 repairs ordering service processing of repairs orders. and Maintenance system for staff to Agree revised target dates Agreement implementation of view and monitor for repairs with SLA working revised target date for repairs Michael Bennett. orders. **Estate Services** party Manager. Agreeing specification prior to Liaise with current September 2009 tendering of new repairs and contractors regarding Revised target implementation of revised maintenance contract February 2010 target. Delays on the transfer to the Orchard repairs ordering system caused by possible software development work needed to deliver Barbican repairs The new tender will include revised target dates for repairs completions. This objective has been carried forward to the BEO business plan for 2010-13 September 2009 John Todd 3d - Leaseholders Repairs A menu of services together with This service is difficult proposed charges is being Service Revised target **Head of Repairs** to source within the January 2010 and Maintenance City and residents produced. This service would offer all have requested such a Leaseholders Repair service in long leaseholders access to service to be offered. a repairs service with a scale place. of prices for works to be carried out to the interior of Other services such as Energy Rating information. their properties. Other services **Energy Rating Information**

A document detailing the Leaseholders Repairs Service being facilitated by the Technical Division will be finalised during March and a copy sent to residents. The service will commence in during April 2010

Supporting the Community S Attractive City – Community S	Strategy Theme of - A Clean Pleasa trategy 4	nt and		ng the City of Londor e excellent local author	a's Medium Term Strategrity services	y Priority
Action/Task to Meet Objective	Measure of Success		rget	Responsible Officer/s	Resources	Key Drivers for Action
3e - Barbican Fringe Redevelopments To work in partnership with redevelopers and residents to ensure that projects on the fringe of the Barbican Estate address issues of concern to the estate management and residents such as site access and working hours.	That any planning gain monies are identified and where appropriate bids for community benefit are put forward Appropriate liaison and consultation programmes are in place. Ensure a management agreement has been reached between the Barbican Estate Office, the Barbican Centre and MCL the developers regarding Frobisher	Discussi continue the plant construct phase	ons will through ning and	BEO – Directorate. Mike Kettle - Commercial Manager.	Some additional resources may be available as a result of S106 – planning gain monies.	To improve communications between developers, City Surveyors, the Barbican Estate Office and residents.
Consultations and briefings on	Crescent. fringe developments continue. A res		rum has be	en set up for Crossrail	briefings and there are re	gular meetings in
respect of the Heron Developr	ment at the former Milton Court site. T	his object	ive has bee	en carried forward to th	e BEO business plan for 2	2010-13
3f - Landscaping Strategy Work in partnership with the BRC landscaping working party to identify options to be addressed as part of the review of all landscaping on the estate.	Options, costings and timescales identified together with a programme of when best to carry out works in relation to the growing seasons.	To be as	ssessed	BEO- Directorate Michael Bennett Estate Services Manager	Additional funding will be required as many of the current proposals deal with areas funded out of the Landlords Account.	To ensure that the open spaces on the Estate are refurbished and retain their special listed status.

	To build on the reputation of the C Strategy Theme of - A Clean Pleas strategy 4		Supporti		n's Medium Term Strate	
Action/Task to Meet Objective 4a – Organise celebration for Residents for the 40 th Anniversary of the Barbican Estate	Measure of Success A day or more of events have provided publicity for the department and presented information to residents and visitors on the history of the Barbican Estate Development.	July 200	arget 09	Responsible Officer/s BEO – Directorate and a working party of officers from the Barbican Estate Office.	Resources It is proposed to gain sponsorship funding for events	Key Drivers for Action To celebrate the success of the Barbican Estate as a vibrant popular living community.

KEY PER	FORMANCE MEASURES						
Ref.	Measure Name	Measure Owner	Performanc Number	e 2008-2009 %	Target 2009-2010	Performance Ap 200 Number	
Miscellar	neous						
KF1 I	Right to Buy notices issued within statutory time	Anne Mason	0	N/A	100%	1	100%
BV8	Average Void Turnover	Anne Mason	6	61	18 Days	7	39 days
	A review of	procedure is bein	g undertake	n to improve	performance		
BE4	Freedom of Information Requests responded to within 20 working days (Statutory)	Sharon McLaughlin	14	100%	100%	15	100%
Service L	evel Agreement Targets						
Custome	r Care / Supervision & Managem	ent					
BECS1	Answering letters satisfactorily with a full reply within 10 working days	Sharon McLaughlin	480 (Total mail 1865)	94%	100%	296	71%
This su	immary includes letters to the Tech been received. In t		•				etters have
BECS2	Answer telephone calls within 15 seconds	Sharon McLaughlin	46173	79.17%	100%	TBA	
BECS3	Provide a welcoming, helpful and prompt service for visitors to reception	Sharon McLaughlin	Our reception and enquiry line service is being monitored as part of the Corporate				
BECS4	To resolve written complaints satisfactorily within 14 days (Corporate PI) – (BE & Tech)	Sharon McLaughlin	12	64%	100%	7	71%
	Analysis of complaints	has enabled office	cers to targe	et efforts to in	mprove service d	lelivery.	

Ref.	Measure Name	Measure Owner	Performano Number	e 2008-2009 %	Target 2009-2010	Performance Apr 200	9
BECS5	Payment of undisputed invoices within 30 days.(Corporate PI)	Sharon McLaughlin	3321	98%	100%	Number 2268	99%
BECS6	To reduce Long Leaseholder arrears	Anne Mason	0.19	92%	1%	0.08	3%
BECS8	To reduce Short Term Tenants arrears	Anne Mason	0.277% 1%		0.04	1%	
The net	figure relates to the debt which is	not subject to a p	payment arra	angement o	r action by the Co	mptroller and C	ity Solicitor.
BECS9	To follow procedure and deadlines to reduce former tenants' arrears.	Anne Mason	10	0%	100%	100	9%
BECS10	To reduce miscellaneous income arrears	Anne Mason	£20	,503	Under £9,000	£12,	307
The major	ority of these debts relate to tempo who caused a fire an						a contractor
BECS11	To reduce commercial rent arrears to under 2% of annual debit	Mike Kettle	2.4	3%	1.75%	0.81	1%
BECS12	Staff turnover	Sharon McLaughlin		12.5%		3%	6
BECS13	Average staff sickness absence (Corporate PI)	Sharon McLaughlin	11.06	Days	4.50 Days	9.95 [Days
overall for City of Lor	on average relate to long term sic this period is 5.53 days with 2.65 ndon Corporation's absence man nal Health Service if appropriate &	kness absences (days relating to la agement policy.	ong term ab Regular co	sence. All a ntact is mai	absences are ma ntained with staff	naged in accord	
BECS14	Produce reports on telephone call charges overall and as an average per call.	Sharon McLaughlin	49961	£0.08	100%	New telephone Provider	NYA

Ref.	Measure Name	Measure Owner	Performanc Number	e 2008-2009 %	Target 2009-2010		oril to December 109 %
BECS15	Lease extension Applications - number of applications and no of completions	Sheila Delaney	13 Cor	lications npleted tanding	100%	8 Com	lications opleted tanding
BECS16	Lease extension Applications - % of cases meeting target of 60 days for response from date of receipt in the BEO	Sheila Delaney	12	75%	100%	8	100%
Estate Sei	rvices						
BEES1	Estate Cleaners to complete daily self monitoring forms on cleaning scheduled works – produced weekly	Michael Bennett	1248	100%	100%	936	100%
BEES2	Daily compliance spot checks on scheduled cleaning tasks – produced weekly	Michael Bennett	1248	100%	100%	936	100%
BEES3	House Officer six-weekly joint inspections with House Group representatives monitoring Communal block cleaning – good and very good standard	Michael Bennett	132/144	92%	85%	105/108	97%
BEES4	House Officer six-weekly joint inspections with House Group representatives monitoring Communal window cleaning – good and very good standard	Michael Bennett	92/131	70%	65%	82/96	85%

Ref.	Measure Name	Measure Owner	Performanc Number	Performance 2008-2009 Number %		Performance Ap 20 Number	oril to December 09
BEES5	House Officer six-weekly joint inspections with House Group representatives monitoring podium cleaning – good and very good standard	Michael Bennett	96/127	75%	85%	85/108	77%
BEES6	House Officer six-weekly joint inspections with House Group representatives monitoring Car Park cleaning – good and very good standard	Michael Bennett	115/140	82%	85%	74/96	77%
BEES7	Agency cleaning staff usage	Michael Bennett	2401	22.8%	N/A	944	13%

Available Cleaning working days for 3 quarters (188 days x 32 Staff + Agency staff) Previous quarter agency cleaning staff usage was 355 days and 14%

Monthly meetings with BEO Directorate, Estate Services Officers and House Officers take place to monitor SLA, residents survey and complaints and performance against a number of targets. The performance is also discussed at the residents SLA review working parties.

Ref.	Measure Name	Measure Owner	Performance 2009-2009 Number %			Target 2009- 20109		o December	
Propert	⊥ ty Maintenance – Measure Owner	ectorate	e, John ⁻	Todd, Mike S			mber Thomas	70	
BETS1	To carry out routine repairs very target response times as det SLA		52	248	91%	98%	337	73	97%
BETS2	To inspect 10% of works car contractors	3746	(1123)	30%	10%	2548		13%	
	48 = the total number of orders eyors, resident engineers or th								
	Residents satisfied with repa	airs to flats to	Total	Good or VG			Total	Good or VG	
BETS3	a good or very good standard based on resident satisfaction surveys		307	264	86%	85%	168	152	90%
BETS4	To carry out communal repairs to a good or very good standard. Monitored by House Officers		420	371	88%	75%	315	283	90%
BETS5	To carry out regular monitori standards set out in the interprovide reports to the Barbic Office.		nance with	Operational Gro n Technical Offic or internal SLA a	ers, BEO Dire	ectorate and	House Office	ers take place	

Ref.	Measure Name	Performance 2008-2009 Number %			Target 2009-2010	Performance Number	ember 2009 %			
BETS	Replacement of Communal light	Total	On target	%	4000/	Total	On target	0.007		
6	bulbs – percentage meeting 7 working day target	1208	1116	92%	100%	892	856	96%		
BETS7	Communal door closers and locks – percentage of repeat orders raised within 7 days of original order on a sample block in each House Office zone of the Estate Total Orders % /no of repeats Willoughby (43) – 2% (1) Ben Jonson (43) – 7% (3) Seddon (18) – 6% (1)					Total Orders % /no of repeats Willoughby (25) - 8% (2) Ben Jonson (8) - 0% (0) Seddon (9) - 0% (0)				
Our lock supplier implemented a design change in the last quarter of last year which proved to be unsuitable for the Barbican Estate as not all keys were compatible with the new design. The locks involved have been replaced free of charge by the supplier and a modification has been made to the new design. This problem particularly affected Willoughby House										
BETS8	Background Heating – percentage serviced within target Total loss – 24 Hours Partial loss – 3 working days	Total = 30 Partial = 30		otal = 90% Partial= 96%	100%	Total = 12 Partial = 14		= 100% al =100%		

This information is based on 16 heating orders raised between 1 April and 31 December 2009

Ref.	Measure Name	Measure Owner	Performance 2008-2009 Number %	Target 2009-2010	Performance April to December 2009 Number %
Major Wo	orks				
BEMW1	Produce quarterly report on major works expenditure and associated service charges to RCC - quarterly	Mike Saunders/ Anne Mason	No Meetings	100%	No Meetings
BEMW2	Produce major works expenditure forecast for 5 year period to long leaseholders – annually (at start of financial year).	Anne Mason	100%	100%	100% (Sent to all leaseholders in May)
BEMW3	Major expenditure by Block to each long leaseholder with service charge schedules – annually	Anne Mason	100%	100%	100% (Sent to all long leaseholders in September)
BEMW4	Project timetables on request to House Group Chair and individual residents.	Paul Price	100%	100%	100%
BEMW5	Resident surveys sent within 1 month of completion of Major Works Project	Paul Price	29% (Speed /Bunyan/Ben Jonson/Breton/Cromwell completed but dispatched after the 1 month KPI target). Lauderdale and Shakespeare Tower completed within target.	100%	100% Willoughby and Gilbert surveys completed within target.

Ref.	Ref. Measure Name		Measure Owner Performance 2008-2009 Number %		Target 2009-2010	Performance April to December 2009 Number %	
Open Sp	paces	-	1	1			
BEOP1	To carry out regular monitoring of standards set out in the internal SLA including default reporting and provide reports to the BEO monthly.	Michael Bennett		_A is being n up	100%	Monthly meetings Spaces Officers, BE and House Officers monitor SLA, resider complaints and po- against a numbe	O Directorate take place to nts survey and erformance
House C	officers						
BEMC1	House Officer to carry out daily inspections on parts of the estate, in rotation, to monitor performance indicators set out in the SLAs for Estate Services, Technical Services and Open Spaces	Michael Bennett	636	100%	100%	480	100%
BEMC2	House Officer to carry out six- weekly joint inspections with House Group representatives to monitor performance indicators set out in the SLAs for Estate Services, Technical Services and Open Spaces	Michael Bennett	144	100%	100%	108	100%

Other Information requested by the Residents Consultation Committee -

Baggage Stores at mid February. Figures in brackets reflect the information presented to your last meeting

Let	Sold	Allocated (In process)	Unlettable	Allocated to BEO	In Query	Vacant	Total	Average Void time in days
1111 (1126)	70 (70)	11 (10)	3	2 (2)	0 (0)	13 (0)	1210	39 (36)

The void period for baggage stores is longer in this quarter as some of the stores that were surrendered were very small and unpopular with residents, therefore they more difficult to re let. The number of vacant stores is higher due to the extra baggage stores that have been provided. We have another unlettable store due to recent flooding, however this store is being investigated with a view to raising the floor to prevent water damage to the store in future.

Baggage Store Waiting List

_		store realting Liet			
	Store	To Swap a store to another location	Additional Store – (where resident already has access to a single store)	Additional Store (where resident already has access to more than 2 stores)	Total
	6 (36)	22 (33)	15 (43)	0 (0)	43 (112)

Bicycle Stores

Let Stores	Vacant Stores	Waiting List	Total Stores
90 (65)	10 (35)	16 (57)	100

BARBICAN ESTATE - CAR PARKING BAYS

AS AT 29 JANUARY 2010

CAR PARK	ANDREWES	BRETON	BUNYAN	CROMWELL	DEFOE	SPEED	LAUDERDALE	THOMAS MORE	01 WILLOUGHBY	03 WILLOUGHBY	TOTALS	PREVIOUS TOTALS (31/12/09)
SOLD	15	5	2	11	35	9	23	12	4	4	120	121
RESIDENTIAL	84	80	98	57	112	51	73	102	105	9	771	772
COMMERCIAL	2	1	1	0	0	54	0	0	3	4	65	65
VACANT	34	153	108	24	13	30	9	36	42	92	541	539
TOTALS	135	239	209	92	160	144	105	150	154	109	1497	1497

29

26

18

21

205

Former Car Bays - Reasons why no longer used as car bays:

30

BAGGAGE STORES /TRANSPORTABLE BAGGAGE STORES

BAYS TOO SMALL / AWKWARD TO PARK

BICYCLE LOCKERS / RACKS / CAGES

CAR PARKING OFFICES

FIRE EXITS ENTRANCES / EXITS TO BLOCKS

LOW CEILING HEIGHTS FIRE HOSE REEL STORAGE

MOBILITY SCOOTERS OPEN TO ELEMENTS

PILLARS

BAYS

In addition to the original 50 transportable baggage stores located in Breton, Bunyan and Lauderdale car parks, utilising 19 car parking bays recorded above as former car bays, a further 50 new transportable baggage stores have been installed in Breton, Bunyan and 03 Willoughby car parks, utilising a further 22 former car bays

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Visitors Bays

With the exception of Thomas More Car Park which has twelve designated visitors bays (not included in figures) all the other car parks utilise the vacant bays.

Agenda Plan 2010

Agenda Plan 2010			
Report Title	Officer	RCC Meeting Date	BRC Meeting Date
Update Report	All		
SLA Review	Michael Bennett		
Temporary Car Parking Pre Payment Options	Michael Bennett		
Motorcycle Charging Policy	Michael Bennett		
Annual Review of RTAs	Town Clerks	7 June	21 June
Turret Report	City Surveyors		
Payment Options	Anne Mason		
Sales Report	Anne Mason		
Roof Apportionments – Bryer Court, John Trundle Court & Bunyan Court Shakespeare Tower, Seddon House	Technical		
Residential Rent Review	Mick Kettle	BRC Only -	21 June
Update Report	All		
SLA Review	Michael Bennett		
Sales Report	Anne Mason	13 Sept	27 Sept
Revenue Outturn	Anne Mason		
Roof Apportionments –Breton House / Ben Jonson House,	Technical		
Update Report	All		
Estimates	Anne Mason	29 Nov	13 Dec
SLA Review	Michael Bennett		