



Barbican Estate Residents Consultation Committee

Date: MONDAY, 4 SEPTEMBER 2023
Time: 6.30 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

- A)** Barbican Estate Transformation Programme and Action Plan (Pages 3 - 10)
- B)** Breach of Lease Protocol (Verbal Report)
- C)** Repairs and Maintenance Procurement Update (Verbal Report)

Item received too late for circulation in conjunction with the agenda.

Ian Thomas CBE
Town Clerk and Chief Executive

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Committee(s): Barbican Estate Residents Consultation Committee – For information Barbican Residential Committee – For Information	Dated: 04 September 2023 11 September 2023
Subject: Barbican Estate Transformation Programme and Action Plan	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4,8,9,10,12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Director of Community and Children’s Services	For Information
Report authors: Rosalind Ugwu, Interim Head of Barbican Estate Office.	
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Summary

Following the independent review of the Barbican Estate by Altair, an action plan was developed to drive the transformation of the service delivery to the Barbican Estate. This report presents, for information, an update on the action plan and an overview of progress against the actions scheduled to complete in September 2023. It also details other areas of work ongoing to improve the service to residents.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. An action plan has been developed to capture all the recommendations from the Altair review and to demonstrate progress against each action with timescales.
2. The delivery of the action plan is overseen by the Barbican Estate Transformation Programme Board which meets every two weeks to review progress. In addition, there are associated workstreams focussing on distinct areas of service improvement which are also being captured in the plan.

Current Position

3. The review recommendations were approved by the Residents Consultation Committee on 7 August. The review is due to be presented for approval to the Barbican Residents Committee on 11 September as a meeting scheduled to take place in August to consider the review was inquorate.
4. The Barbican Transformation Board has been established and has taken responsibility for the oversight of the effective delivery of the plan.
5. The evaluation of the new role of the Head of Barbican Residential Estate (BRE) is due to take place week commencing 4 September. In the meantime, meetings have been held with 4 prospective head-hunter recruitment agencies who have been asked to submit a proposal for the recruitment of the new Head of BRE by 5 September 2023. An indicative recruitment timetable has been agreed which should culminate in the appointment of a successful candidate by beginning of November 2023.
6. A brief for additional support for a temporary role of Service Improvement Manager has been developed and will be recruited to, to support the interim Head of the Barbican Estate Office and Programme Manager to deliver the actions in the plan. The Organisational Transformation Team have also been asked to support and advise.
7. The line management arrangement for the Rents and Service Charge Manager will move from the Assistant Director Housing & Barbican to the interim Head of BRE in mid-September 2023.
8. All actions to complete or start in September 2023 are on track.
9. In addition to the actions included in the plan, it has been agreed to undertake an independent audit of energy charges pertaining to the Barbican estate. An independent audit will establish whether the costs are accurate and will give trust and confidence that the process for determining the costs of energy usage is correct going forward. The audit is being commissioned by the Energy Team and members of the Service Charge Working Party have been advised. A brief

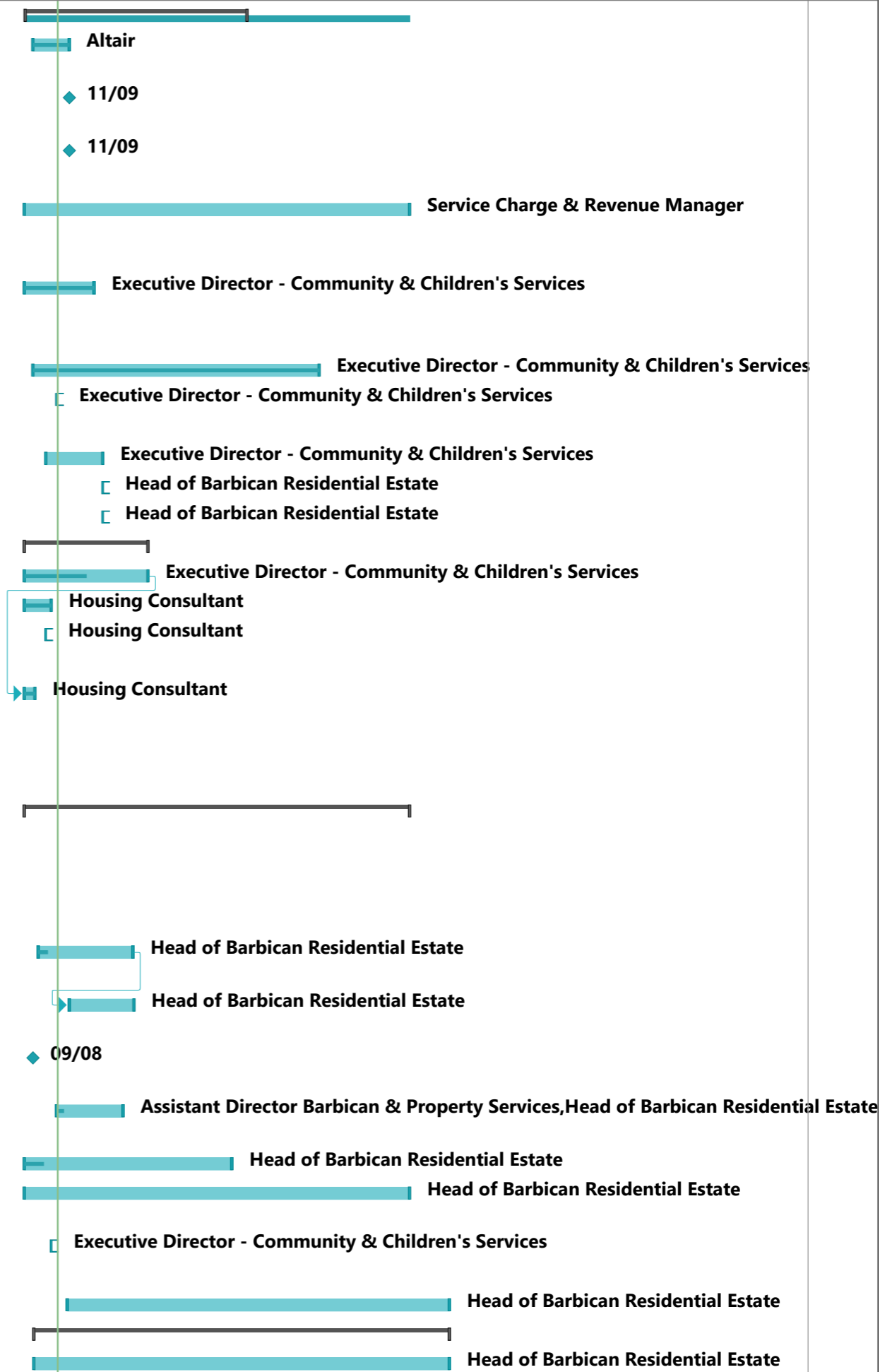
has been prepared to inform the audit and the Chair of the RCC has provided input from the resident perspective.

10. Separately, it is good practice to carry out an annual audit of service charges, again to ensure that the process is sound, but also to ensure that costs are properly being attributed to leaseholders or the Housing Revenue Account. This has not been carried out in recent years in the City of London, and it has been agreed that this should now be embedded in operational practice for the current year and future years. Finance has agreed to commission the audit, and a brief has been prepared using a technical guidance note from the Institute of Chartered Accountants, which is the industry standard for the management of service charges.
11. We are reviewing how to improve the look and ease of deciphering service charge bills to make it easier for residents to understand the costs and any variation from year to year, and exploratory meetings are taking place with external companies who have worked with large local authorities and housing associations to produce their service charge information, to see whether this might be of benefit to the City of London's leaseholders. Essentially, an organisation's raw data is turned into clear customer focussed communications.
12. Ensuring best value for money, particularly around the cost of repairs is an ongoing area of concern and particularly the cost of one-off repairs, which could be packaged into larger programme of works, and potentially achieve better value for money. This relates particularly to window replacement programmes at the Barbican estate, where urgent window repairs have been procured individually. It has been agreed with the Service Charge Working Party that a window replacement programme will be procured to ensure that economies of scale are achieved, and costs reduced.
13. As service charges continue to be impacted by the cost-of-living crisis, particularly rising energy and construction costs, and delays in the supply chain, we recognise that many residents are facing financial hardship in being able to meet the rising cost of bills. There are already payment options available for major works, which allow residents to spread the costs of their contributions over longer timescales. Firstly, we have agreed to publicise these payment options more widely and to learn from other landlords to ensure that the widest range of options are available. We are also reviewing what options can be made available to help residents pay annual service charges as it is recognised that these have increased substantially year on year.
14. The Transformation Programme Board has also asked whether there is comparative benchmarking data that could be used to provide a view around value for money of the services received by Barbican residents. Although there are few comparable estates within the UK, initial conversations are being held with the management company for Park Hill, a private architectural housing development, in Sheffield, which was completed in the 60s and built

in a similarly Brutalist architectural style to see whether there is any learning which can be shared.

15. Finally, at the last RCC meeting, members supported a motion that both the repairs and major works functions for the Barbican Estate should report to the Head of the BRE. Officers have been reviewing the practicality and validity of a proposal to bring the repairs and maintenance service and the major works programme under the direct control and management of the Head of the BRE.
16. The review is considering the pros and cons of the proposal, the financial implications for the Barbican Estate budgets and the Housing Revenue Account, staffing implications and the requirement for, and impact on, support services both internally and corporate wide.
17. The proposal will be considered by the Barbican Transformation Programme Board in September 2023. The outcome of these considerations will be reported back to the next RCC.

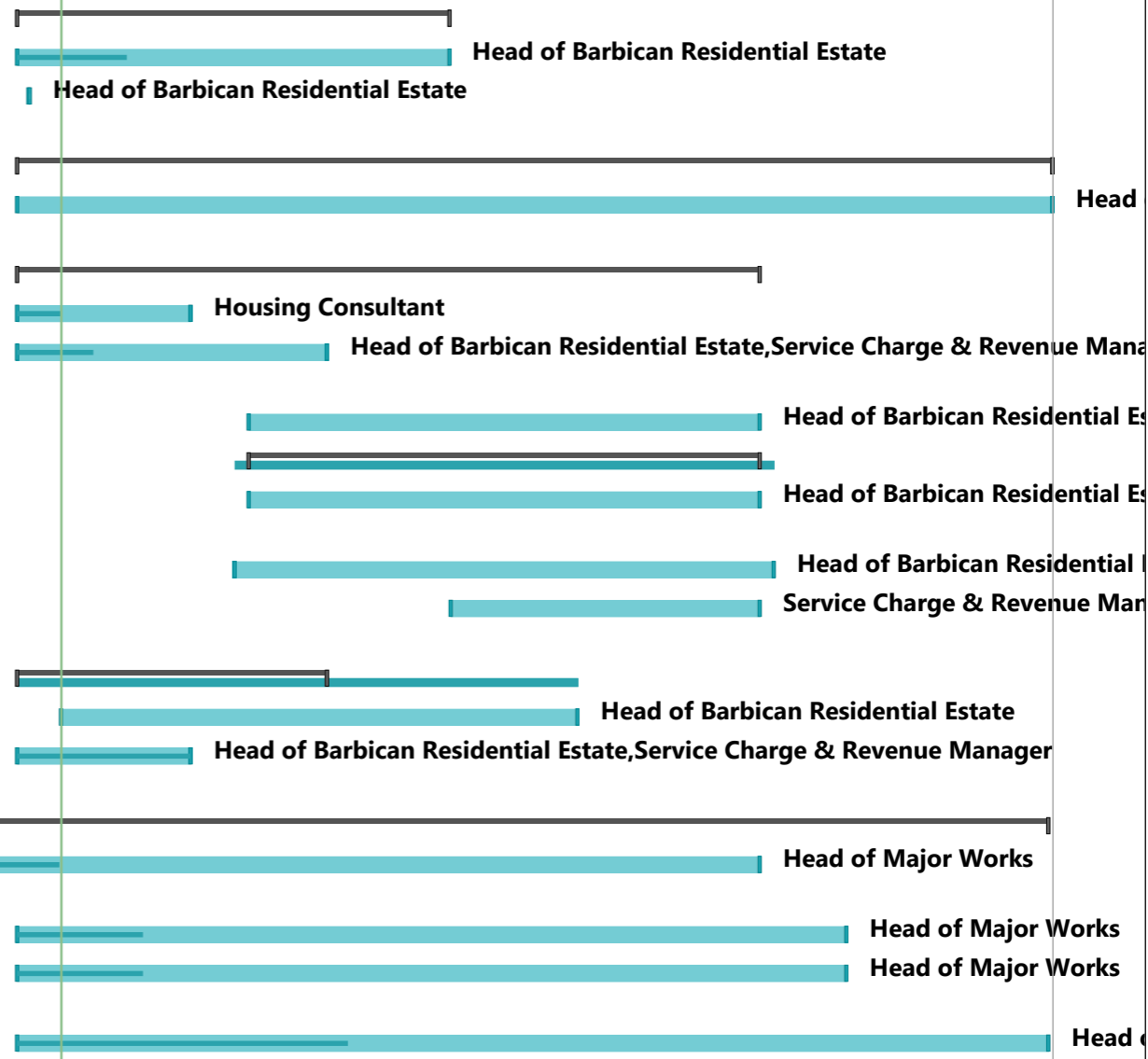
ID	Task	Task Name	Q1 '23	Q2 '23	Q3 '23	Q4 '23	Q1 '24	Q2 '24	Q3 '24	Q4 '24	Q1 '25	Q2 '25	Q3 '25
1	🚀	1. Approval of review recommendations and governance											
2	✓🚀	1.1 Presentation on recommendations to Barbican Residential Committee and Residents Consultation Committee											
3	🚀	1.2 Feedback from residents on the Altair recommendations seen by the Barbican Residential Committee in conjunction with the Resident Consultation Committee											
4	🚀	1.3 Approval of recommendations by the Barbican Residential Committee											
5	🚀?	1.4 Engage and inform ward members and staff											
6	👤🚀	1.5 Streamline the approach to performance and financial reporting at committee level to provide each committee with the required information and assurance in an agreed, standardised format											
7	✓🚀	1.6 Establish Executive BEO Transformation delivery and oversight group with BRC, RCC and officers to ensure progress and delivery of the action plan											
8	🚀?	2. Additional Recruitment											
9	✓🚀	2.1 Agree capacity for the Transformation Team for delivery of the programme											
10	🚀?	2.2 Recruit Service Improvement Manager to provide additional capacity for programme delivery											
11	🚀?	3. Resident Engagement											
12	👤🚀	3.1 Set up and deliver an all residents town hall meeting											
13	🚀?	3.2 Review of the outcomes from the all residents meeting											
14	🚀?	3.3 Develop FAQs as a result of residents meetings											
15	➡	4. Head of Barbican Residential Estate											
16	👤🚀	4.1 Recruit the Head of Barbican Residential Estate (BRE)											
17	✓🚀	4.2 Brief to Head hunters on requirements and market conditions											
18	🚀?	4.3 Appoint headhunters for requirement of head of BRE											
19	🚀?	4.4 Set up residents and staff panel for recruitment of Head of Barbican Residential Estate											
20	✓🚀	4.5 New job profile developed for Head of Barbican Residential Estate drafted and agreed											
21	🚀?	4.6 Interview potential candidates for the Head of the Barbican Residential Estate											
22	🚀?	4.7 Appoint successful candidate											
23	🚀?	4.8 Head of Barbican Residential Estate starts											
24	➡	5. Barbican Residential Estate Office Structure											
25	🚀?	5.1 Assess and identify optimal senior management organisational structure to achieve cost savings, and improve efficiency and effectiveness											
26	🚀?	5.2 Prepare and evaluate job descriptions											
27	🚀?	5.3 Recruit and appoint successful candidates											
28	👤🚀	5.4 Line management change of Service Charge & Revenue Manager from Assistant Director Housing to Head of Barbican Residential Estate											
29	👤🚀	5.5 Line management change of Property Services Manager & team from Head of Repairs & Maintenance to Head of Barbican Residential Estate											
30	✓🚀	5.6 Increase working hours of Commercial Officer and change line management to Service Charge and Revenue Manager											
31	👤🚀	5.7 Develop a new role profile for the Contract Manager / Surveyor role and recruit to post											
32	👤🚀	5.8 Review use of overtime across the Barbican Residential Estate											
33	👤🚀	5.9 Explore whether any services would provide better quality & value for money if outsourced or insourced											
34	🚀?	5.10 Consider changes to the major works and repairs service											
35	🚀?	6. Property Services (Resident Engineers)											
36	👤🚀	6.1 Draft job profile for Property Co-Ordinator role and recruit to post											
37	➡	7. Cleaning Service											
38	👤🚀	7.1 Consider the cleaning service and its management structure											



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39	🚀?	7.2 Consult staff on the recommendations in the Altair review											
40	🚀	7.3 Review the working rotas and allocation of activities for cleaners											
41	🚀?	7.4 Financial assessment on acquisition of new cleaning equipment											
42	➡️	8. Car park service											
43	🚀	8.1 Create a pool of Car Park Attendants and Lobby Porters who can support with covering holidays and sickness											
44	🚀	8.2 Carry out an options appraisal relating to the future of the car park service											
45	➡️	9. Repairs and Resident Services											
46	🚀	9.1 Review and implement new processes for general repairs											
47	🚀	9.2 Review keys and parcels service											
48	🚀	9.3 Review resident services (House Officers)											
49	➡️	10. Performance Management											
50	✅	10.1 Implement the use of the City of London's established performance management framework, values and behaviours, including regular 1:1's and team meetings for all staff											
51	🚀	10.2 Develop and implement a clear, robust performance management framework with agreed key performance indicators for ongoing monitoring for all Barbican Estate staff											
52	🚀	10.3 Carry out a full training needs analysis to ensure all required learning and development activity is identified											
53	🚀	10.4 Roll out customer service training for all staff to assist culture change, including values, behaviours and resident focused approach											
54	🚀	10.5 Develop an annual training programme for Barbican Estate Staff											
55	🚀	10.6 Improve resource planning to reduce spend on overtime and agency staff											
56	🚀	10.7 Implement training for managers and supervisors related to performance management											
57	🚀	10.8 Produce a KPI dashboard for the Barbican Estate to improve performance, accountability and transparency											
58	🚀	11. Change Management											
59	🚀?	11.1 Consult with Barbican Estate staff on proposed changes and set out the impact of any process design changes on staff roles											
60	🚀?	11.2 Set out a detailed programme for implementing changes to ways of working to deliver new processes											
61	🚀?	11.3 Review the management of Service Level Agreements											
62	🚀	11.4 Ensure all processes are properly documented and available to staff and residents											
63	➡️	12. Complaints											
64	🚀	12.1 Review and improve the process for raising a concern or complaint											
65	🚀	12.2 Improve routes for residents reporting issues with easy-to-use single points of contact											
66	➡️	13. Communications											
67	🚀	13.1 Develop a Communications Strategy											
68	🚀	13.2 Keep residents and staff up to date with progress of this programme											
69	🚀	13.3 Agree a communications framework collaboratively with residents and the Head of Barbican Residential Estate											
70	🚀	13.4 Increase the number of held resident email addresses in our database											
71	🚀	13.5 Provide communications training to Barbican Estate staff											
72	🚀?	14. IT & Technology											
73	🚀?	14.1 Improve best practice in the use of IT including the development of resident portals											

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74		14.2 Consult with residents on any impact or future access to services where appropriate relating to IT & Technology											
75		15. People Management											
76		15.1 Manage and reduce staff sickness absence levels amongst our staff											
77		15.2 Review long-term absence cases to ensure appropriate actions are progressed in line with City Corporation processes											
78		16. Contract Management											
79		16.1 Implement quality checks and performance reviews of contractors from a client perspective											
80		17. Budget and Service Charge Management											
81		17.1 Carry out an independent, external review & validation audit of resident service charges											
82		17.2 Review budgeting timetable to ensure all costs provided by other teams can be sufficiently reviewed											
83		17.3 Agree the proposed budget performance reporting framework at committee and agree a rep											
84		17.4 Identify the data sources for the performance framework											
85		17.5 Outline the process and reporting cycle for producing the performance framework											
86		17.5 Implement regular reviews of financial and performance monitoring framework for internal											
87		17.6 Provide a clear annual statement to leaseholders following the end of each service charge period giving a summary of costs and expenditure											
88		17.7 Ensure clear communication to leaseholders on how overheads are apportioned											
89		17.8 Carry out a detailed review of budgeting processes to provide confidence to leaseholders											
90		17.9 Ensure regular reporting that holds budget holders to account for any variances											
91		18. Asset Management											
92		18.1 Produce and publicise a 5-year asset management plan arising from the completed stock condition survey											
93		18.2 Tender all major works to ensure leaseholders see value for money											
94		18.3 Ensure consultation with residents on the detailed 5 year asset management plan for major works - when they will be carried out, procurement and costs											
95		18.4 Ensure that monitoring of progress across major works programmes and spend is included in performance monitoring											



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