



Barbican Estate Residents Consultation Committee

SUPPLEMENTARY AGENDA

Date: MONDAY, 3 NOVEMBER 2025
Time: 6.30 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

14. PUBLIC APPENDIX - PHASE 1 IMPLEMENTATION

Public Appendix to be received in conjunction with item 4.

For Information
(Pages 3 - 6)

15. BEO ORGANISATION CHART

Report of the Executive Director, Community and Children's Services.

This is appendix 1 referenced at item 6.

For Information
(Pages 7 - 18)

16. OUTSTANDING ACTIONS – SUPPLEMENTAL REPORT

To note the supplemental actions tracker.

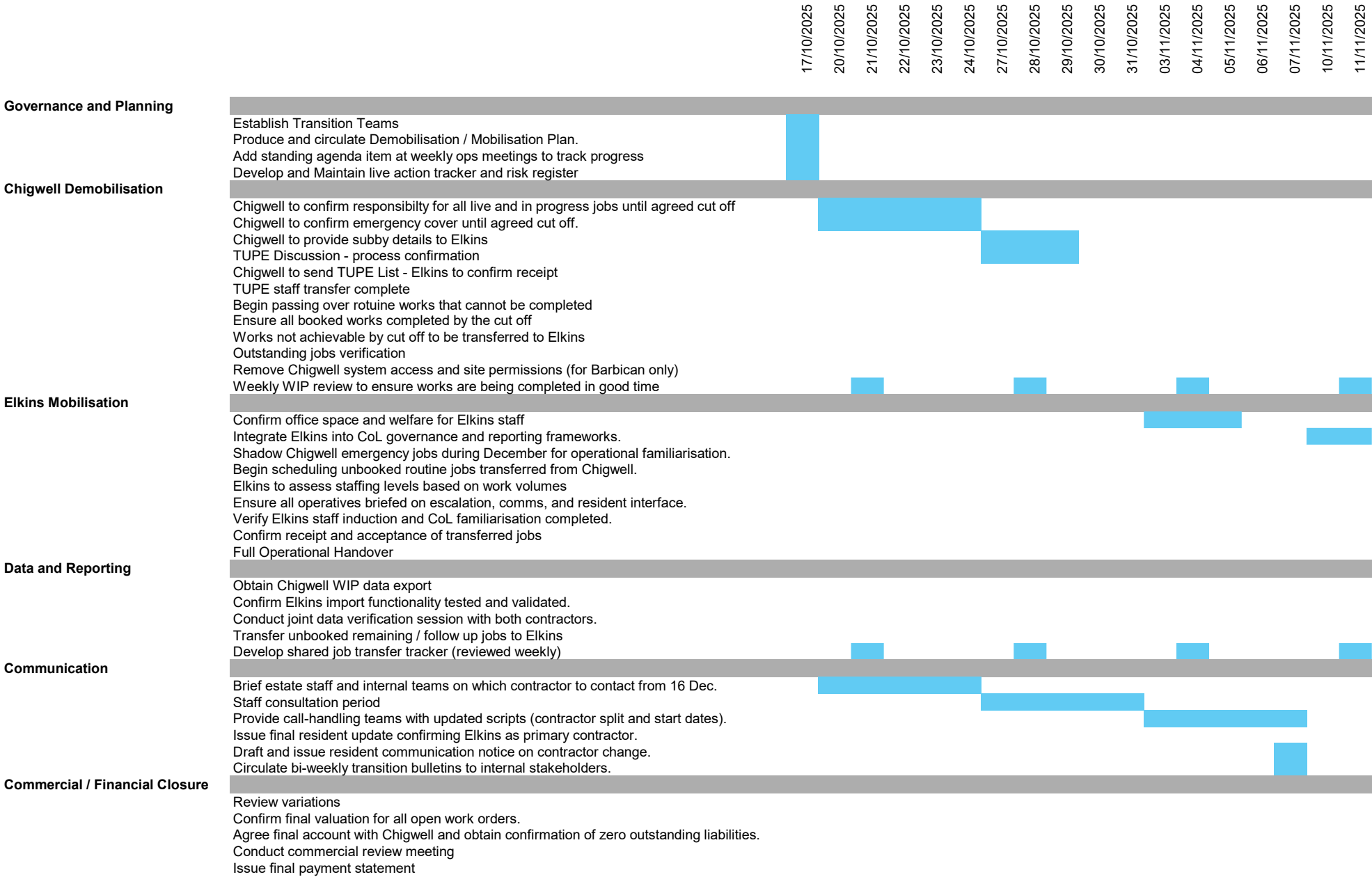
This item is to be received after page 97.

For Information
(Pages 19 - 22)

Ian Thomas CBE
Town Clerk and Chief Executive

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Phase 1 - Chigwell / Elkins Transfer



Phase 1 - Chigwell / Elkins Transfer

12/11/2025
13/11/2025
14/11/2025
17/11/2025
18/11/2025
19/11/2025
20/11/2025
21/11/2025
24/11/2025
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26/11/2025
27/11/2025
28/11/2025
01/12/2025
02/12/2025
03/12/2025
04/12/2025
05/12/2025
08/12/2025
09/12/2025
10/12/2025
11/12/2025
12/12/2025
15/12/2025
16/12/2025

Establish Transition Teams
Produce and circulate Demobilisation / Mobilisation Plan.
Add standing agenda item at weekly ops meetings to track progress
Develop and Maintain live action tracker and risk register

Chigwell to confirm responsibility for all live and in progress jobs until agreed cut off
Chigwell to confirm emergency cover until agreed cut off.
Chigwell to provide subby details to Elkins
TUPE Discussion - process confirmation
Chigwell to send TUPE List - Elkins to confirm receipt
TUPE staff transfer complete
Begin passing over routine works that cannot be completed
Ensure all booked works completed by the cut off
Works not achievable by cut off to be transferred to Elkins
Outstanding jobs verification
Remove Chigwell system access and site permissions (for Barbican only)
Weekly WIP review to ensure works are being completed in good time

Confirm office space and welfare for Elkins staff
Integrate Elkins into CoL governance and reporting frameworks.
Shadow Chigwell emergency jobs during December for operational familiarisation.
Begin scheduling unbooked routine jobs transferred from Chigwell.
Elkins to assess staffing levels based on work volumes
Ensure all operatives briefed on escalation, comms, and resident interface.
Verify Elkins staff induction and CoL familiarisation completed.
Confirm receipt and acceptance of transferred jobs
Full Operational Handover

Obtain Chigwell WIP data export
Confirm Elkins import functionality tested and validated.
Conduct joint data verification session with both contractors.
Transfer unbooked remaining / follow up jobs to Elkins
Develop shared job transfer tracker (reviewed weekly)

Brief estate staff and internal teams on which contractor to contact from 16 Dec.
Staff consultation period
Provide call-handling teams with updated scripts (contractor split and start dates).
Issue final resident update confirming Elkins as primary contractor.
Draft and issue resident communication notice on contractor change.
Circulate bi-weekly transition bulletins to internal stakeholders.

Review variations
Confirm final valuation for all open work orders.
Agree final account with Chigwell and obtain confirmation of zero outstanding liabilities.
Conduct commercial review meeting
Issue final payment statement

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Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Barbican Estate Office – Organisational Chart	Public
This proposal:	N/A
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	For Information
Report author: Daniel Sanders – Director of Property & Estate Management	

Summary

This report presents the current organisational structure of the Barbican Estate Office (BEO) following the recent service review and realignment. It reinforces that this is the current working structure, reflecting the breadth and complexity of services delivered to residents across the Barbican Estate. The structure will be subject to annual review and refinement to ensure it remains fit for purpose as the organisation continues to evolve.

- It was agreed following the BEO Review and Altair Report that the BRE should have a dedicated accountable Director. Previously the role had been shared across the BRE and all other Corporation housing.
- It was also agreed on the recommendation of the new Director and in line with the Altair report that Property Services should move away from the shared service model with other `Corporation housing to form a dedicated workforce for the BRE.
- The implementation of these decisions, which RCC were consulted upon and BRC approved, took place during the last 12-18 months leading us to the emerging organisation structure we are presenting today.

The accompanying appendix (Appendix 1 – BEO Organisation Chart) illustrates the full scope of the teams within the BEO, including Resident Services, Property Services, and Finance. It demonstrates the range of operational, technical, and engagement activities undertaken to maintain the Barbican Estate and support its community.

In Q1 2026, the BEO will further develop this work through the publication of a Resident Communication Strategy, designed to accompany the organisation chart and set out how the office engages effectively and transparently with residents.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

- **Background**

Following a period of organisational review and recruitment across several key positions, the Barbican Estate Office (BEO) now operates under a refreshed management and service structure. The new model aligns with the City Corporation's wider objectives for improved governance, accountability, and resident experience.

While some aspects of the structure remain in transition, it represents both the current operational model and the aspirational vision for how the BEO will deliver services as the organisation stabilises and matures through 2026.

- **Current Structure**

The Barbican Estate Office is led by the Director of Property and Estate Management and comprises three principal teams:

- Resident Services – responsible for frontline delivery, estate presentation, resident engagement, complaint management, and quality assurance.
- Property Services – overseeing all infrastructure, maintenance, projects, and compliance across the estate. This team ensures that mechanical, electrical, and building systems are maintained safely and efficiently, including the delivery of major works programmes.
- Finance – ensuring financial control, transparency, and reporting across all service charge and revenue streams, including arrears management, budgeting, and resident support.

This structure recognises the interdependence of operational, technical, and financial functions and is designed to provide clear accountability and communication channels within the BEO.

- **Breadth of Work**

As shown in Appendix 1, the BEO's work encompasses a wide range of functions essential to the day-to-day operation and long-term stewardship of the Barbican Estate. These include:

- Service charge management and financial reporting
- Planned and reactive maintenance
- Resident communications and engagement
- Health & Safety compliance and inspections
- Commercial partner and contractor management
- Quality assurance, complaints handling, and escalation processes
- Delivery of estate-wide soft services (cleaning, parking, concierge)
- Capital projects and improvement works

The scale and variety of these functions illustrate the complexity of managing an estate of this size and architectural significance. The organisational chart is therefore both an operational tool and a statement of intent regarding the BEO's ambition to deliver a consistently high-quality service to residents.

• **Continuous Improvement and Annual Review**

It is recognised that not all aspects of the structure or listed responsibilities are yet being delivered to the standards expected by residents or the Corporation. Many team members are newly appointed, and several processes remain under development. The structure is therefore both practical and aspirational providing a framework for improvement over the coming year.

To ensure ongoing alignment with resident needs and corporate priorities, the structure will be reviewed annually. This review will assess performance, capacity, and outcomes to ensure that the BEO continues to deliver effectively and evolves with operational and strategic demands. A big part of this review will be a resident survey to be undertaken at some point in 2026.

• **Resident Communication Strategy (Q1 2026)**

A key next step will be the development of a Resident Communication Strategy, scheduled for introduction in Q1 2026. This strategy will accompany the organisation chart and will:

- Establish clear principles of openness, transparency, and responsiveness
- Define communication standards for frontline and management teams
- Ensure consistent, accessible messaging across all platforms (digital, print, meetings)
- Introduce structured feedback loops to capture resident input and track satisfaction
- Strengthen the link between communication, service delivery, and performance monitoring

An effective communication strategy aims improve resident confidence and enhance operational efficiency by ensuring clarity of information, timely updates, and consistent engagement.

Conclusion

The current BEO organisational chart provides a clear and transparent overview of the structure supporting Barbican Estate operations. It demonstrates the depth and diversity of work carried out daily and the commitment to delivering high-quality services to residents.

While some areas are still developing, the structure represents a strong foundation for improvement and will be monitored, refined, and updated annually to reflect progress and evolving priorities.

The accompanying communication strategy will further embed openness and accountability, ensuring that residents are well-informed, engaged, and confident in the management of their estate.

Appendices

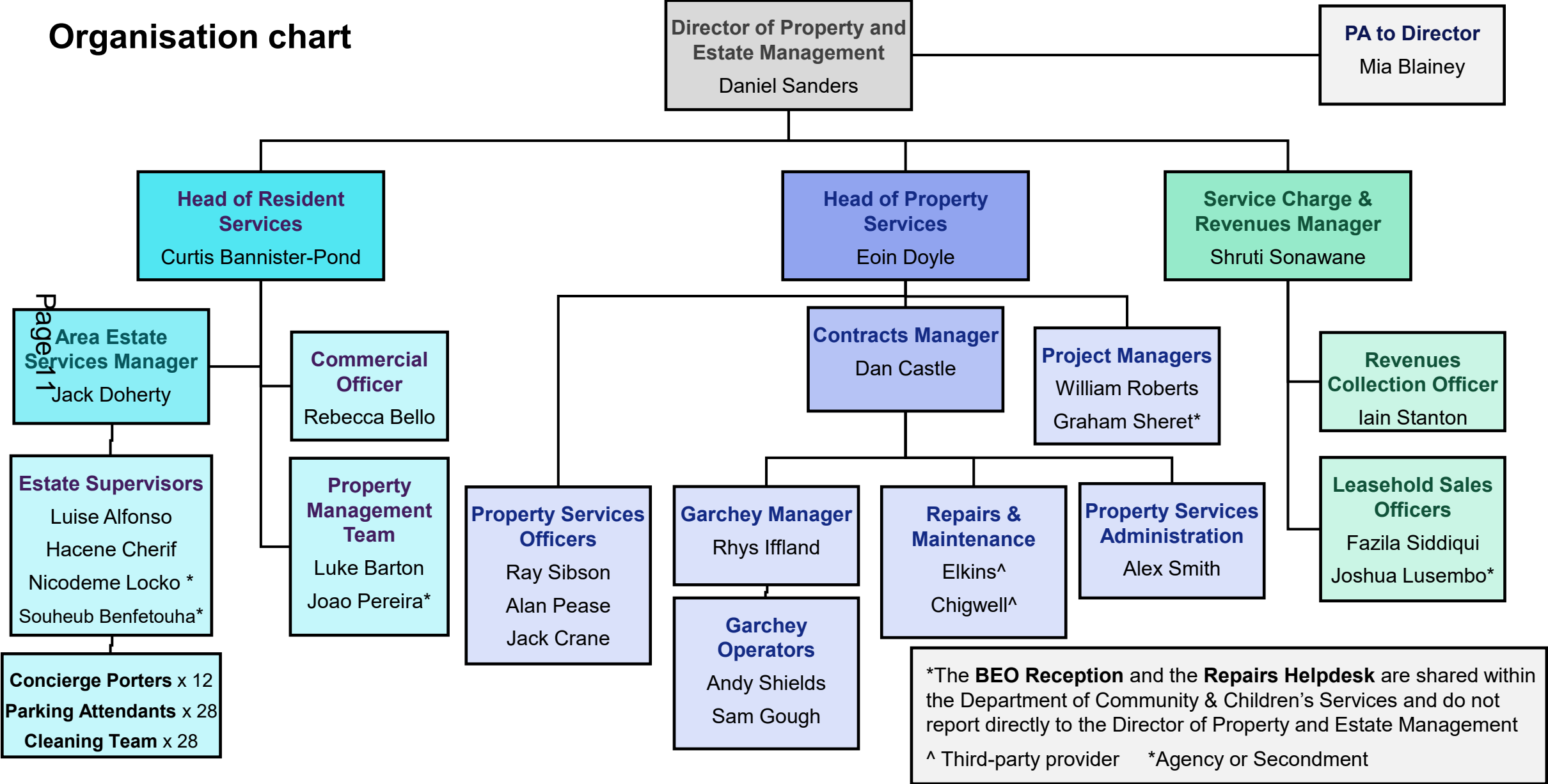
Appendix 1 – Barbican Estate Office Organisational Chart (October 2025)

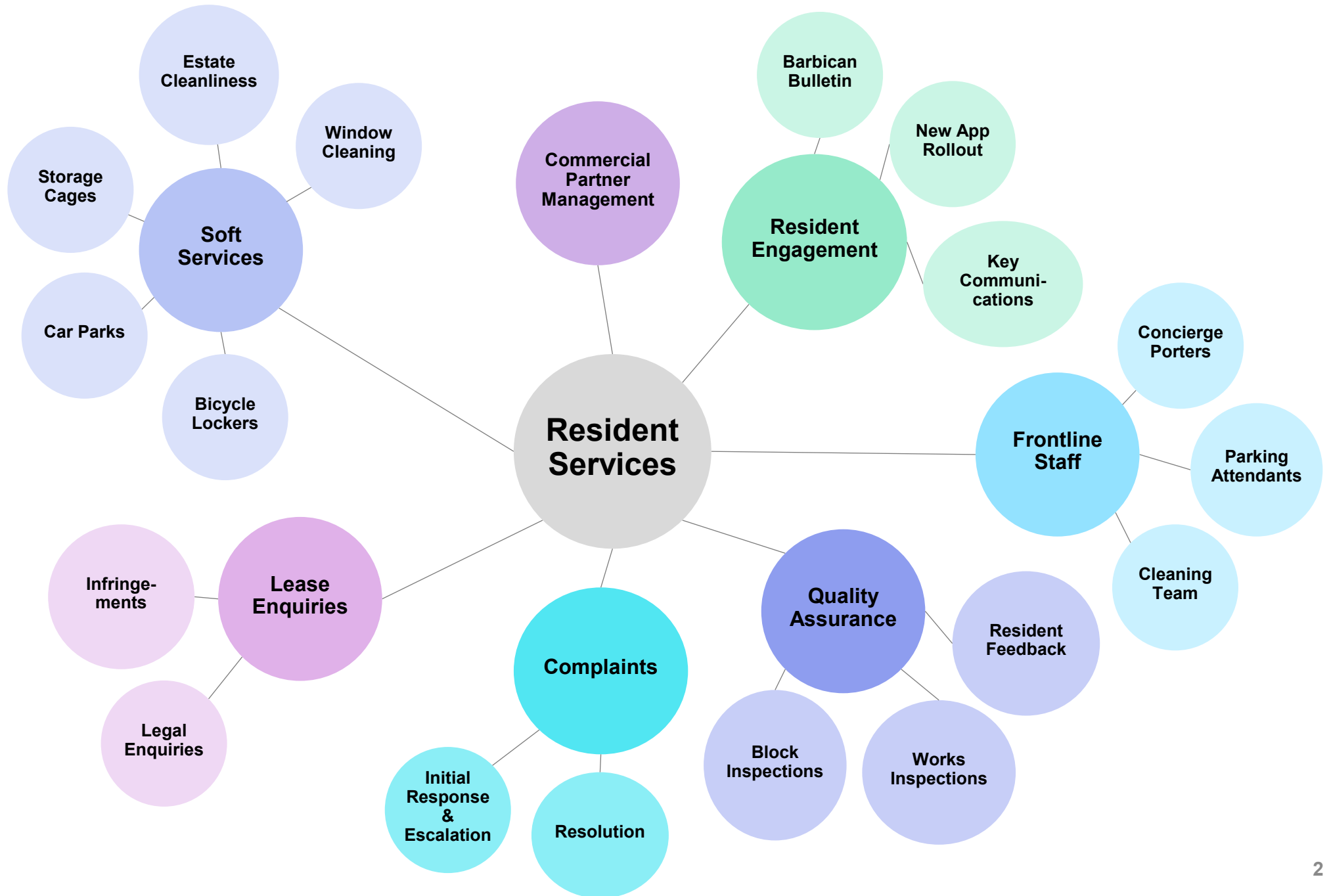
Contact: Daniel Sanders – dan.sanders@cityoflondon.gov.uk

Daniel Sanders – Director of Property and Estate Management

Barbican Estate Office

Organisation chart





Resident Services & Staffing Operations



Resident Communication
and Engagement.



Management of Estate
Soft Services.



Frontline staff
management



Commercial partner
management

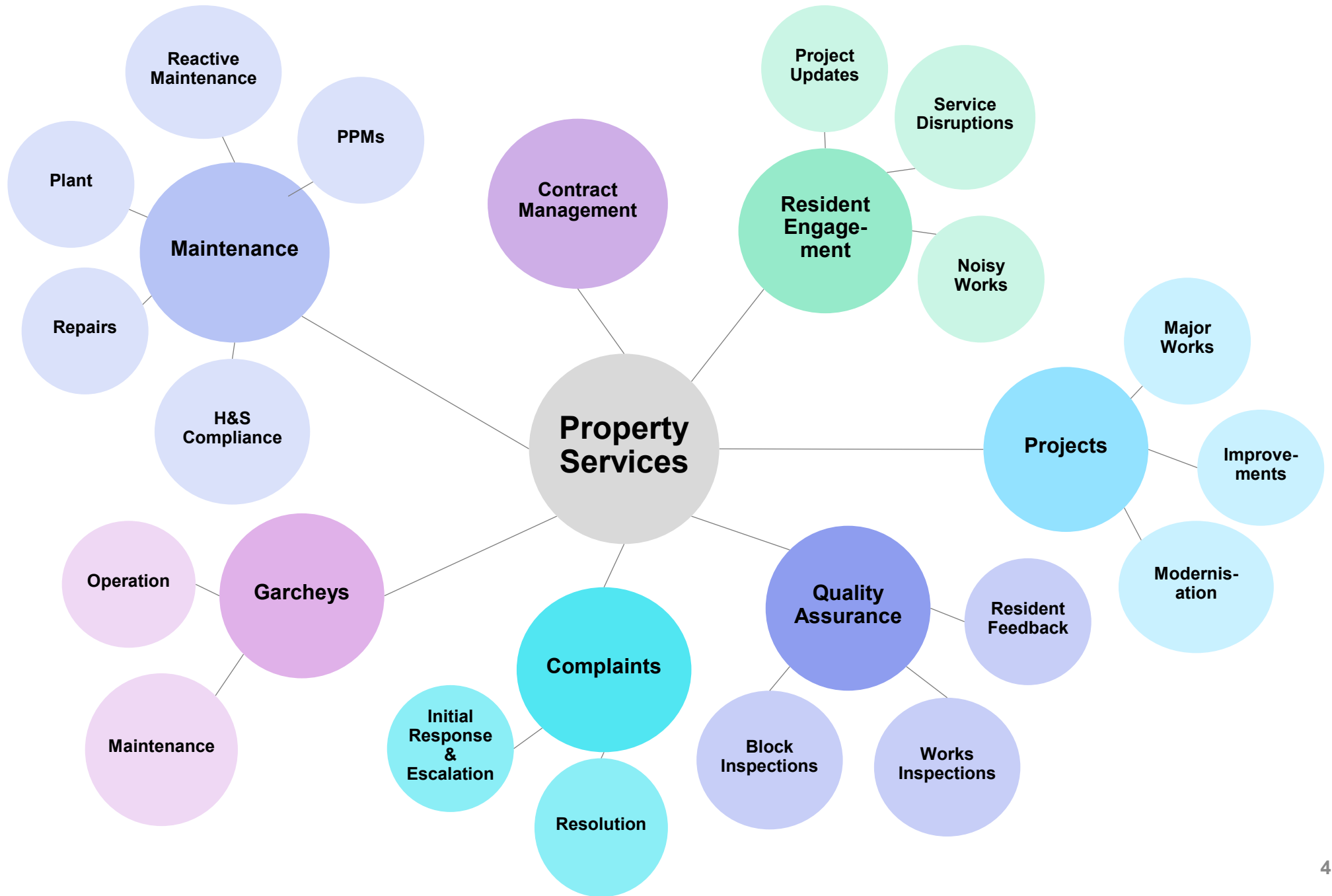
The Resident Services Team is dedicated to ensuring that every leaseholder and resident enjoys a positive, high-quality living experience on the Barbican Estate. Their work covers the day-to-day management of estate operations, coordination of frontline services, and direct engagement with residents to uphold the Barbican's standards.

The team includes both frontline staff - porters, cleaning teams, and parking attendants, who deliver daily services across the estate, and the management team who oversee operations, communication, and quality assurance. Together, they ensure the estate remains clean, safe, and welcoming, from communal areas to residents' front doors.

Resident Services are responsible for resident engagement, complaint handling, and ensuring that matters raised are responded to and resolved efficiently. They also manage lease infringements and ensure compliance with estate regulations and lease conditions to maintain a harmonious and consistent living environment.

Additionally, the team oversees commercial partner management, which involves maintaining relationships with and oversight of the commercial premises across the estate. This includes ensuring that shops, cafes, and other commercial tenants operate in line with their lease terms and contribute positively to the wider estate environment.

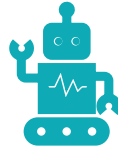
Through proactive management, effective communication, and a commitment to service excellence, the Resident Services Team will play a vital role in preserving the Barbican Estate's reputation and ensuring it remains an exceptional place to live and work.



Property Services



Planned
Preventative
Maintenance.



Reactive
Maintenance.



Projects; including
improvements,
replacements,
maintenance



Garchey operation
and maintenance.



Contractor
Management.

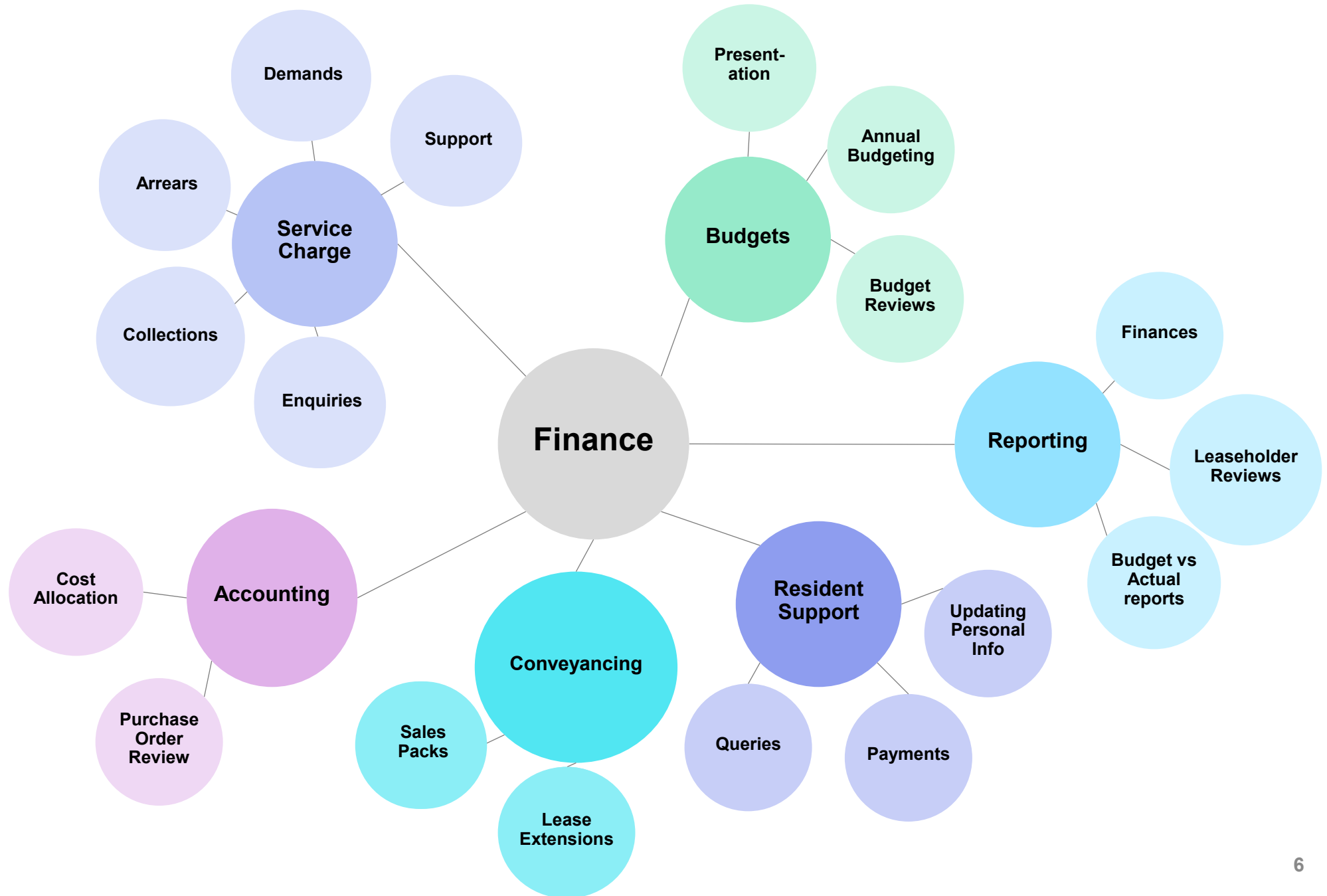
The Property Services Team covers all aspects of the estate's infrastructure, including mechanical, electrical and plant systems, planned and reactive maintenance, projects and health and safety compliance.

They manage and oversee contractors carrying out work on behalf of the Barbican Estate Office, ensuring that all works meet required standards. The team also provides guidance and support to residents experiencing issues with utilities, hot water, or underfloor heating investigating communal faults or advising on matters within individual demises.

In addition to maintenance and operational responsibilities, the Property Services Team leads on major project works and programmes. This includes the planning, coordination, and delivery of refurbishment, modernisation, and improvement projects across the estate. They ensure these works are carried out safely, on time, and within budget, while maintaining clear communication and engagement with residents to minimise disruption.

Through their technical expertise, strong contractor management, and commitment to safety and quality, the Property Services Team plays a vital role in maintaining and enhancing the Barbican Estate's built environment, protecting its heritage while supporting its long-term sustainability.

Ensuring compliance with legal and lease requirements.



Finance



Accounting



Service Charge



Budgets



Reporting

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The Finance Team is responsible for ensuring the financial stability and transparency of the Barbican Estate's finances. They are responsible for managing all aspects of the estate's service charge budgeting, accounting, and financial reporting, ensuring that funds are allocated, collected, and spent responsibly in accordance with regulations and leaseholder expectations.

Their key responsibilities include annual budget preparation, cost allocation, and ongoing budget vs. actual performance reviews to monitor expenditure throughout the year. They also oversee service charge demands, arrears management, and collections, ensuring that income is received on time to keep the estate operating smoothly.

The team supports residents by responding to financial enquiries, providing clear explanations of service charges, and assisting with payment plans or queries. They also handle leaseholder financial processes such as conveyancing, sales packs, and lease extensions, working closely with other departments to ensure accurate and timely information is shared.

Finance is also responsible for financial reporting and analysis for senior management and leaseholders, ensuring transparency and accountability across all spending. Their oversight ensures that every pound of service charge is managed carefully, supporting both day-to-day operations and the long-term sustainability of the Barbican Estate.

Arranging statutory external audits and/or certified accounts.

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Outstanding and Completed Action Points - Supplemental Paper

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
30	01/09/2025 (Minute 4c, para 2)	2026/27 Budget: There was some discussion on the whether the Reporting Committee should be responsible for the 2026/27 budget. It was noted that this had been agreed in November 2024, with the Reporting Committee timetable presented to the RCC in the relevant report. It was agreed that this matter should be discussed at the next Reporting Committee meeting, with any queries brought to the next RCC meeting.	D Sanders (Via RepCom)	03-Nov-25	Proposed Closed	29/10: At its meeting on 10 September 2025, the Reporting Committee agreed that the best way forward was to review the 2026/27 budget jointly with the Service Charge Working Party. Proposed Closed
31	01/09/2025 (Minute 5, para 5)	Independent procurement review: A Member was concerned as to the scope of the planned independent review of the procurement exercise and suggested that Chigwell should be approached as part of this review. The Director agreed that finding out what had gone wrong was important and noted that the terms of reference of the review would be brought to the Major Works Programme Board before being finalised	D Sanders (via MWPB)	30-Nov-25	30-Nov-25	29/10: The Director has reached out to Chigwell Director and is awaiting a response.
32	01/09/2025 (Minute 5, para 5)	Experience: The Member also asked about the experience of the officers who would be managing the in-house team. The Director [...] advised that fellow officers within the BEO were well experienced in the industry. He agreed to provide details in the next report.	D Sanders	03-Nov-25	Proposed Closed	29/10: The RCC's role is to provide resident feedback and input on service standards, performance outcomes, and community impact, rather than to review or discuss the employment details of specific staff members. The Director has confirmed that the officers within the BEO are experienced and appropriately qualified to deliver the service. General assurance on staffing capability can be provided through future performance reviews of the service, but individual employment details cannot be shared for confidentiality and governance reasons. Proposed Closed.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
33	01/09/2025 (Minute 5, para 6)	Second bidder: A Member asked if there was any option to consider the second bidder and if there was any risk of a challenge from other bidders involved in the procurement process. The Director advised that he had asked his legal and procurement colleagues about this and would provide the Committee with further clarity on the options and the risk of a challenge.	D Sanders	03-Nov-25	Proposed Closed	29/10: We can confirm legal and procurement colleagues have advised we should not be challenged on process from second bidders following the in-house course of action as it is a fundamentally different proposal not a direct award. Proposed Closed
34	01/09/2025 (Minute 5, para 7)	Private, non-service charge work: In response to a question from a Member the Director [...] agreed that there needed to be a clear distinction between leasehold and freehold matters, and clarity as to whether the team would be able to undertake private, non-service charge, work. This would be investigated in the further work to refine the implementation plans.	D Sanders (via MWPB)	31-Mar-26	31-Mar-26	29/10: This investigation is ongoing.
35	01/09/2025 (Minute 5, para 12)	Specialist work and equipment: The Director confirmed that the specialist works and risk contingency had been informed by data available, but would be analysed in more detail in a future iteration. [...] He also agreed to give further consideration as to what equipment the BEO could have in store and what should be hired when needed.	D Sanders (via MWPB)	31-Mar-26	31-Mar-26	29/10: We will provide more detail in phase 2 plans.
36	01/09/2025 (Minute 5, para 13)	Risk register: The Deputy Chair raised some points regarding additions to the risk register, together with mitigations, including those that had already been discussed. She noted that HR had not provided appropriate, helpful or consistent support in previous BEO reorganisations. Also, the risk register should reflect that the BEO had not had particularly good experiences when implementing IT projects, the potential for loss of corporate knowledge and the risk of loss of staff or the inability to attract staff of the appropriate calibre due to the City Corporation remuneration structure.	D Sanders (via MWPB)	30-Nov-25	30-Nov-25	29/10: This has been noted and will form part of our risk register noting improvements have been made within the internal HR function.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
37	01/09/2025 (Minute 5, para 19)	Bunyan Court car park: A Member raised concerns about the Bunyan Court car park welfare area, which added to routine traffic through common areas of the blocks served by the car park. The transport of materials, tools and equipment to the rest of the estate may cause damage. The Committee was advised that officers had discussed the workshop at Bunyan Court but this would need to be reviewed further.	D Sanders (via MWPB)	31-Mar-26	31-Mar-26	29/10: This review is ongoing.
38	01/09/2025 (Minute 7, para 2)	Service charge leaseholder updates: The Director advised that some comments had been received from residents in relation to the figures listed in the report. [...] He asked for residents to provide comments to RCC representatives by Friday 12 September.	D Sanders	03-Nov-25	Proposed Closed	29/10: Responses were received are superseded by our report in the agenda pack. Proposed Closed
39	01/09/2025 (Minute 7, para 4)	SCWP review: A Member noted that the Service Charge Working Party (SCWP) had not had the opportunity to review the report or the 2025/26 figures. She recommended that the SCWP should review the report before it was circulated to residents. The Director agreed to this review.	D Sanders (via SCWP)	03-Nov-25	03-Nov-25	29/10: This meeting is scheduled for early November.
40	01/09/2025 (Minute 7, para 6)	Service charge audit: In respect of the service charge audit, a Member asked when the process would be concluded. The Director advised that the audit would be conducted on an annual basis and the appointment of an auditor was on the agenda for the next SCWP meeting. Once completed, the results of the audit would be shared.	D Sanders (via RepCom / SCWP)	31-Mar-26	31-Mar-26	29/10: Terms of reference were agreed with the SCWP and will be presented at the next RCC.
41	01/09/2025 (Minute 7, para 7)	Organisational chart: A Member asked to receive an organisation chart and the Director confirmed that this was on the agenda for the next Reporting Committee meeting and would be provided to the Committee in due course.	D Sanders (via RepCom)	03-Nov-25	Proposed Closed	29/10: At its meeting on 15 October 2025, the Reporting Committee considered the organisation chart and proposed amendments. The organisation chart has been provided as a supplemental document. Proposed Closed
42	01/09/2025 (Minute 8, para 6)	Terrace lifts report: A Member asked for the Terrace Lifts report to be included in the action tracker, given that it had not yet been provided to the RCC.	D Sanders (via MWPB)	03-Nov-25	28-Feb-26	29/10: This will be provided in February with an oral update from the Director in November.

No	Date Raised	Action	Responsibility	Original Due Date	Current Due Date	Progress
43	01/09/2025 (Minute 10, para 3)	MWPB reports: The Planned Preventative Maintenance Programme, Contracts Matrix and Capital Expenditure Plan had been submitted to the MWPB for consideration at their next meeting and these documents would be available at the next RCC meeting.	D Sanders (via MWPB)	03-Nov-25	Proposed Closed	29/10: At its meeting on 1 October 2025, the Major Works Programme Board considered these documents and proposed amendments. These documents are in the pack and an updated version will be available at the meeting on the screen. Proposed Closed