



Barbican Residential Committee

Date: MONDAY, 11 SEPTEMBER 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Mark Wheatley	Timothy James McNally
Anne Corbett	Alderwoman Susan Pearson
Helen Fentimen	Ruby Sayed (Ex-Officio Member)
John Foley	Paul Singh
Steve Goodman	Ceri Wilkins
Frances Leach	
Andrew McMurtrie	

Enquiries: Matthew Stickley, Governance and Member Services Manager
Matthew.Stickley@cityoflondon.gov.uk

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES OF THE PREVIOUS MEETING**

That the public minutes and summary of the meeting held on 20 March 2023 be approved as a correct record.

For Decision
(Pages 9 - 16)

4. **ORDER OF THE COURT**

To receive the Order of the Court of Common Council dated 27 April 2023 appointing the committee and setting its Terms of Reference.

For Information
(Pages 17 - 18)

5. **ELECTION OF A CHAIRMAN**

To elect a Chairman in accordance with Standing Order 29.

For Decision

6. **ELECTION OF A DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order 30.

For Decision

7. **ACTION TRACKER**

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

For Information
(Pages 19 - 24)

8. **BARBICAN ESTATE OFFICE REVIEW**
Report of the Executive Director of Community and Children's Services.

For Decision
(Pages 25 - 32)
9. **BARBICAN ESTATE TRANSFORMATION PROGRAMME AND ACTION PLAN**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 33 - 40)
10. **2022-23 ELECTRICITY UPDATE**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 41 - 48)
11. **REPAIRS AND MAINTENANCE PROCUREMENT UPDATE**
Executive Director of Community and Children's Services to be heard.

For Information
(Verbal Report)
12. **2022-23 REVENUE OUTTURN FOR DWELLINGS SERVICE CHARGE ACCOUNT**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 49 - 64)
13. **2022-23 REVENUE OUTTURN (EXCLUDING THE RESIDENTIAL SERVICE CHARGE ACCOUNT)**
Joint report of the Chamberlain and Executive Director of Community and Children's Services.

For Information
(Pages 65 - 70)
14. **BARBICAN ESTATE REDECORATION PROGRAMME 2020-25**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 71 - 74)

15. **BARBICAN ESTATE MAJOR WORKS FIVE-YEAR ASSET MANAGEMENT PROGRAMME**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 75 - 82)
16. **BARBICAN WINDOW REPAIRS REPLACEMENT INFORMATION REPORT**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 83 - 86)
17. **WINDOW CLEANING CONTRACT**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 87 - 116)
18. **BARBICAN ARREARS**
Report of the Executive Director of Community and Children's Services.

For Decision
(Pages 117 - 124)
19. **ANTISOCIAL BEHAVIOUR ON THE BARBICAN ESTATE**
Chairman to be heard.

For Information
(Verbal Report)
20. **BRANDON MEWS CANOPY**
Executive Director of Community and Children's Services to be heard.

For Information
(Verbal Report)
21. **BLAKE TOWER UPDATE**
Executive Director of Community and Children's Services to be heard.

For Information
(Verbal Report)

22. **BREACH OF LEASE PROTOCOL**

Executive Director of Community and Children's Services to be heard.

For Information
(Verbal Report)

23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

25. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

Item	Paragraph
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For Decision

26. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 20 March 2023 be approved.

For Decision

27. **BARBICAN ESTATE RESIDENTIAL TENANCY RENEWALS**

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

For Decision

28. **BARBICAN RESIDENTIAL ARREARS REPORT (NON PUBLIC)**

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

For Decision

29. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

30. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

31. **BARBICAN ESTATE OFFICE REVIEW CONFIDENTIAL**

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

For Decision

BARBICAN RESIDENTIAL COMMITTEE **Monday, 20 March 2023**

Minutes of the meeting of the Barbican Residential Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 20 March 2023 at 1.45 pm

Present

Members:

Deputy Mark Bostock
Anne Corbett (Deputy Chairman)
Helen Fentimen
John Foley
Steve Goodman OBE
Elizabeth Anne King
Ruby Sayed (Ex-Officio Member)
Mark Wheatley (Chairman)

Officers:

Stephanie Robertson	- City Surveyor's Dept.
Barry Ashton	- Community and Children's Services Dept.
Helen Davinson	- Community and Children's Services Dept.
Jason Hayes	- Community and Children's Services Dept.
Anne Mason	- Community and Children's Services Dept.
Paul Murtagh	- Community and Children's Services Dept.
Rosalind Ugwu	- Community and Children's Services Dept.
Alan Bennetts	- Comptroller and City Solicitor's Dept.
Mark Gattleson	- Town Clerk's Dept.
Matthew Stickley	- Town Clerk's Dept.

1. APOLOGIES

Apologies for absence were received from Deputy John Fletcher and Timothy McNally.

The Chairman expressed his thanks to the outgoing former Town Clerk to the committee, Julie Mayer, for her service to the committee and support to him as Chairman.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

In discussion of the decisions of the last meeting of the Barbican Residential Committee, the committee discussed the Energy Doctor scheme, promotion of the scheme to residents, and eligibility for the scheme.

In response to a question, officers confirmed that a previous submission to the Policy and Resources Committee had been returned to the Barbican Residential Committee due to uncertainty about its accuracy. It was confirmed that, having been agreed as part of the minutes of the 9 December 2023 meeting, the resolution would be referred again to the Policy and Resources Committee with the clear support of the Barbican Residential Committee.

RESOLVED – That the minutes of the previous meeting held on 9 December 2022 be agreed as an accurate record.

4. **MINUTES OF THE BARBICAN RESIDENTS CONSULTATION COMMITTEE (RCC) HELD ON 6TH MARCH 2023**

The committee noted that the minutes of the 6 March 2023 meeting of the Barbican Estate Residents Consultation Committee would be presented to the next meeting of the Barbican Residential Committee.

At the invitation of the Chairman, the Chairman of the Barbican Estate Residents Consultation Committee addressed the meeting, summarising the 6 March 2023 meeting of the Barbican Estate Residents Consultation Committee.

The Chairman advised the committee that he would invite the Chairman of the Barbican Estate Residents Consultation Committee to address future meetings.

5. **ACTION TRACKER**

The committee noted the importance of dates in the action tracker being updated between meetings.

With respect of the Lambert Jones roof works, officers confirmed that quotes for the works had been shared with residents, that the cost was likely to be £500 per roof, and that preventative maintenance would be required to avoid issues in the future.

With respect of works to improve the condition of play areas, officers confirmed that works had been completed in early March 2023.

6. **2022/23 ELECTRICITY PRICE FORECAST UPDATE AND METER QUERY**

The committee received a report of the City Surveyor.

The committee discussed the costs associated with resolving issues with previous incorrect charging to residents, noting that the costs of resolving these issues would not be recharged to residents but borne by the City of London Corporation. The committee further discussed the value for money on the supply arrangements, the agreement in place with South Farm Solar Ltd, and the delay in resolving charging issues.

RESOLVED – To

- Note the benefit of the PPA from 1st January 2023.
- Note that due to the benefits provided as a result of the PPA and the traded position, the EBDS commencing April 2023 may not be applicable as prices are under the threshold and there is a higher cap than under the previous government support scheme.
- Note that consumption and costs are currently validated via a contract with Team Energy Auditing Ltd. and via Sigma, the City’s current energy monitoring software.
- Note that Total Energies are lodging a dispute with Elexon (the National Grid) regarding estimated data for Speed House.
- Note continued support with site regarding available supply capacity.

7. FIRE SAFETY UPDATE

The committee received a report of the Interim Executive Director of Community and Children’s Services.

The committee noted that remedial works had commenced and that residents would not be disadvantaged position at the completion of all works. In response to questions, officers clarified that delays caused by lack of access to complete works related to receiving residents’ permission to enter and complete works within their flats rather than to contractors not having access to the buildings in which the flats were located.

RESOLVED – To note, consider, and comment on the report.

8. REPAIRS AND MAINTENANCE - RETENDER TIMELINE

The committee received a report of the Interim Executive Director of Community and Children’s Services.

The committee discussed the volume of complaints received from Barbican Estate residents, the management of the current contract, and arrangements for a working group to review the current service and inform future contract specifications.

In response to questions, officers advised that a combined maintenance contract between the Barbican Estate and Arts Centre had previously been in place but had not been successful, hence the two contracts being managed separately.

RESOLVED – To note the report.

9. REPAIRS AND MAINTENANCE UPDATE

The committee received a report of the Interim Executive Director of Community and Children’s Services.

The committee noted that the option of payment plan had been communicated to residents and that they would be reminded of this in May 2023.

RESOLVED – To note the report.

10. **SAVILLES STOCK CONDITION SURVEY - ORAL UPDATE ON THE EARLY PROGRAMME**

The committee received a verbal update from officers of the Community and Children's Services Department.

The committee discussed the involvement of residents from the outset in the designing of estate surveys through established working parties, the Barbican Estate Residents Consultation Committee, and informal channels.

11. **BLAKE TOWER - ORAL UPDATE**

The committee received a verbal update from officers of the Community and Children's Services Department.

The committee noted that meetings were being held between the City of London Corporation and residents.

12. **BARBICAN HIGHWALK: PLANNED MAINTENANCE TO THE PUBLIC REALM - ORAL UPDATE**

The committee received a verbal update from officers of the Community and Children's Services Department.

The committee noted that some residents had raised concerns about the lighting of the high walk.

13. **DELIVERING THE RESIDENTIAL RESET**

The committee considered a report of the Deputy Town Clerk.

The committee welcomed the work underway to reset the Corporation's engagement with its resident population and noted a separate proposal to the Policy and Resources Committee regarding engagement with the City of London's worker population had also been agreed.

The committee expressed its concern regarding the withdrawal of hard copy ward newsletters, the additional expenditure on staff and associated events. In response to questions, officers confirmed that residential wards were defined in statute but that the proposals of the 'Residential Reset' programme would apply to all residents of the City of London, not merely those living within wards classified as residential.

In noting the provisions of Standing Order 12.7 of the Court of Common Council, a motion was moved by Deputy Mark Wheatley and seconded by Helen Lesley Fentimen, put to the vote, and agreed.

RESOLVED, that:

1. at the appropriate time, the Policy and Resources Committee assesses the impact of the removal of ward newsletters and what actions, if any, should be taken;
2. the Policy and Resources Committee considers what mitigations may be appropriate to address the removal of ward newsletters; and
3. when future decisions of the Policy and Resources Committee or its sub-committees are expected to have an impact upon Barbican Estate residents that the proposals are referred to the Barbican Residential Committee prior to such a decision being taken, and that other committees are consulted as appropriate.

14. UPDATE REPORT

The committee received a report of the Interim Executive Director of Community and Children's Services.

In response to questions, officers confirmed that completion of decoration works would be raised with the project manager and reported back to the committee in due course.

RESOLVED – To note the report.

15. PROGRESS OF SALES AND LETTINGS

The committee received a report of the Interim Executive Director of Community and Children's Services.

RESOLVED – To note the report.

16. BARBICAN ARREARS

The committee received a report of the Interim Executive Director of Community and Children's Services.

RESOLVED – To note the report.

17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

A question was raised about the status of the Barbican Estate Office Review. In response, officers confirmed that the consultant's initial report had been provided to members of the Barbican Residential Committee and Barbican Estate Residents Consultation Committee and that a meeting to discuss these would be organised in due course. It was noted that the matter would be reported to the Barbican Estate Residents Consultation Committee and Barbican Residential Committee in the coming civic year.

A question was raised about prospective works in Shakespeare Tower and what costs would need to be met by residents and leaseholders. In response, officers offered to meet with members to discuss the matter further.

A question was asked about the timeline of works to refurbish lifts in Shakespeare Tower. In response, officers confirmed that the cost of the works were on schedule for the coming three years.

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman asked officers that residents occasionally raised issues about access to car parks over weekends and asked officers to be alert to the issue.

19. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

20. NON-PUBLIC MINUTES

The committee noted that the minutes of the 6 March 2023 meeting of the Barbican Estate Residents Consultation Committee would be presented to the next meeting of the Barbican Residential Committee.

21. BARBICAN ARREARS (NON-PUBLIC APPENDIX)

The committee received a non-public appendix to the report of the Interim Executive Director of Community and Children's Services.

22. BARBICAN ESTATE TENANCY RENEWALS

The committee received a report of the Interim Executive Director of Community and Children's Services.

23. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

A question was asked in non-public session.

24. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no urgent business.

The meeting ended at 3.58 pm

Chairman

Contact Officer: Matthew Stickley, Governance and Member Services Manager
Matthew.Stickley@cityoflondon.gov.uk

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LYONS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday, 27 th April, 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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BARBICAN RESIDENTIAL COMMITTEE

1. **Constitution**
 A Non-Ward Committee consisting of,
 - 7 Members who are non-residents of the Barbican Estate elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
 - 2 Members nominated by each of the following Wards/Sides of Ward:-
 - Aldersgate
 - Cripplegate Within
 - Cripplegate Without
 - the Chairman or Deputy Chairman of the Community & Children's Services Committee (ex-officio)
 The Chairman and Deputy Chairman of the Committee shall be elected from the Members who are non-residents of the Barbican Estate.

2. **Quorum**
 The quorum consists of any three Members who are non-residents of the Barbican Estate.

3. **Membership 2023/24**

Non-Residents:-

- 2 (1) Anne Corbett *for one year*
- 2 (1) John Ross Foley *for one year*
- 4 (3) Andrew Stratton McMurtrie, J.P.
- 2 (2) John William Fletcher, Deputy
- 6 (2) Mark Raymond Peter Henry Delano Wheatley
- 7 (1) Susan Pearson, Alderwoman
- 2 (1) Timothy McNally

Residents:-

Nominations by the Wards of Aldersgate and Cripplegate (Within and Without), each for the appointment of two Members:

Aldersgate

Steve Goodman, O.B.E.
 Helen Lesley Fentimen, O.B.E.

Cripplegate (Within and Without)

Mark Bostock, Deputy
 Frances Leach
 Paul Singh
 Ceri Wilkins

together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**
 To be responsible for:-
 - (a) the management of all completed residential premises and ancillary accommodation on the Barbican Estate, e.g. the commercial premises, launderette, car parks, baggage stores, etc. (and, in fulfilling those purposes, to have regard to any representations made to it by the Barbican Estate Residents' Consultation Committee);
 - (b) the disposal of interests in the Barbican Estate pursuant to such policies as are from time to time laid down by the Court of Common Council.

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Resident Consultation and Barbican Residential Committees

Outstanding Actions (formerly You Said, We Did)

Date Added	Subject	Action Agreed	Responsible Officer	Target Meeting Date – RCC and BRC	Update
March 2020 - RCC	Barbican Highwalk – Planned Maintenance of the Public Realm	This relates to additional funding for the walkways, for the inspection and maintenance for a number of items, i.e., smoke vents, drainage gulleys, railings, planters, benches and signage. There are currently no funds available, but Officers will continue to review if there are any savings to progress any of these works.	Paul Murtagh		Report requested for Mar 23 Committee by RCC Chair. BRC members noted a survey would follow to ascertain if £50K set aside is adequate. Oral update to March committees Monies have been identified and Assistant Director currently identifying priorities. Thanks to members who have aided with this. Staff have conducted a walkabout to identify any issues.
September 2020 - RCC	Leaseholder Service Charge Working Party	<p>The Assistant Director had been working with residents on the Working Party in respect of a detailed review of service charges; looking at efficiency savings that could protect and possibly reduce charges in the future. This would be an extensive piece of work, likely to take about six months, and the findings would be reported to both the RCC and BRC. It was stressed that any benefits from the findings of the Working Party would not become apparent until the next financial year.</p> <p>A special BRC committee meeting will be held in <i>October/November 2022 (or a report will go to December BRC)</i> to review the paper BEO and</p>	Paul Murtagh, Anne Mason, and Rosalind Ugwu	Nov/Dec 2022	Altair Consultants has been appointed to independently review the service. Paul Murtagh has written to all residents about this. Altair is expected to conclude its review in Feb/Mar 23. Final report expected in February 2023 Assistant Director also agreed that the RCC could be provided with anonymised staff feedback as well as resident comments. Interim report expected before 31.12.22 to be share with committee members.

Resident Consultation and Barbican Residential Committees

Outstanding Actions (formerly You Said, We Did)

		Concierge Service Update. This will follow consultation with RCC.			A further special meeting of the RCC and BRC will be held following March committees. Meeting held 24.05.23 Meeting held with RCC on 07.08.23
Jan 2022 – RCC and BRC	Brandon Mews Canopy	An oral update detailing options for cleaning was presented at the September committees	Rosalind Ugwu	Nov/Dec 2022	A meeting was held with the BM House Group on 1 November. A further oral update will be present to Nov/Dec meetings. Options appraisal and timeline to be presented to BRC in June 23 Following a meeting with resident representative on 11 May, there will be an oral update presented to June committees. An oral update will go to September committees
September 2022 – RCC and BRC	Savills' Stock Condition Survey	Savills to present to both Committees, a summary of the Barbican Stock Condition Survey	Jason Hayes	Nov/Dec 2022	Online meeting held on 16 November, with a presentation from Savills. Attended by members of RCC and BRC. The presentation was recorded and will shortly be publicised via the weekly bulletin. An early programme to be presented to March 2023 committees

Resident Consultation and Barbican Residential Committees

Outstanding Actions (formerly You Said, We Did)

					<p>Would a revised structure assist with the management of this programme? Assistant Director to review. Residents to be involved through established working parties as well as RCC and informal channels</p> <p>Please see separate report to September committees</p>
September 2022 – RCC and BRC	Energy	<p>Updates required on:</p> <ul style="list-style-type: none"> • Heating cost reconciliation for past years • Power Purchase Agreement. When this comes into being. What is the unit rate until that point? • Information on demand side response as requested by the UFH working party 	Graham Low	Nov/Dec 2022	<p>A report will be presented to Nov/Dec committees. Cost of reconciliation will not be charged to residents. 70% of outstanding queries have been resolved. A further report will be presented to March committees</p> <p>A further report is being presented to June committees</p> <p>Please see electricity update report to September committees</p>
November 2022 - RCC	Resident Survey	An action plan would be produced and presented to committee	Rosalind Ugwu		This will now be presented at the special meeting where the outcome of the Altair review will be discussed.
November 2022 - RCC	Window Cleaning Contract	Concerns expressed about cleaning method for sub-podium flats (a Reach & Wash system is currently used) and this will be reviewed in the revised specification	Rosalind Ugwu		Reach and Wash methodology has to be used for Health and Safety reasons. Our current contractor has reviewed how frequently the water is

Resident Consultation and Barbican Residential Committees

Outstanding Actions (formerly You Said, We Did)

					<p>changed in this equipment and increased the frequency and this contract is being supervised and inspected more thoroughly.</p> <p>Report to June committees</p> <p>Report to September committees</p>
November 2022 - BRC	Lambert Jones Roof	<ul style="list-style-type: none"> • Expected that remedial works will be complete before Christmas 2022 • Residents will not bear any additional costs in terms of delays 	Jason Hayes		<p>Work could not complete by end of December due to temperatures being too cold to finish the decorations of the front door sets. Door sets are now finished, and quotations are being obtained for an additional level of protection to the roof areas and therefore help in preventing the drainage to block again. Quotes are already in for cyclical maintenance to the drainage and are to be shared with residents.</p> <p>Brickwork repairs scheduled to be complete by mid-June 2023. Approval from all LJM leaseholders being sought for the application of a special coating to the roof.</p> <p>Repairs now complete. Property Services consulting</p>

Resident Consultation and Barbican Residential Committees

Outstanding Actions (formerly You Said, We Did)

					with Planning re. special roof coating.
March 2023 BRC and RCC	Major Works - redecorations	<ul style="list-style-type: none"> To ensure the reporting of blocks completed is accurate 	Jason Hayes		Please see June Update report Report being presented to September committees
March 2023 BRC and RCC	R&M – window frame survey	<ul style="list-style-type: none"> Window Frame survey – to share with residents once complete 	Jason Hayes		Please see June Update report Report being presented to September Committees
June 2023 RCC	Car Park charging	<ul style="list-style-type: none"> To re-establish car park charging and electric vehicle working parties 	Rosalind Ugwu		Original Terms of Reference have been shared with the group and a date for the first meeting is being organised.

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Foreword

The Altair review (2022/23) of the Barbican Estate Office is an important milestone for the residents and staff of the Barbican Estate. The report highlights the need for significant and sustained improvement across all aspects of our work and service delivery. In accepting the key themes of this report, we have already commenced work on a structured, complex and thorough change programme that will take place over the next two years. We are approaching this with the urgency and pace that is required and will ensure that the change is sustained through improved use of technology, systems and effective performance management.

Engagement of our residents is key in this change programme, and we have been incredibly fortunate to have Sandra Jenner and Adam Hogg (as Chairs of the Barbican Estate Residents Consultation Committee and Barbican Association respectively) representing residents' voices and providing both strong, effective challenge and support to the programme. We will facilitate a resident engagement forum in September to ensure that all residents can engage and can give feedback on our plans for change. Ongoing communication and engagement with staff and contractors are absolutely key to the success of this change programme and this engagement is built into the plan.

The City of London Corporation has provided additional project management capacity to support delivery of this programme, and we are reviewing the additional support we require to achieve our shared ambitions.

The plan covers every aspect of the review, but I highlight several priority areas of focus for our work.

1. Permanent recruitment to the Head of Barbican Estate Office
2. Revise the structure of Barbican Estate office to deliver a cost effective and efficient service
3. Develop a programme to enhance the culture and performance management of the service
4. Review of operational arrangements (e.g., car parking)
5. Ensure the effective management of the fabric of the Estate
6. Improve transparency, accuracy and value for money of service charges

The attached action plan will be a developing and changing document, ensuring that we drive the necessary improvements. I welcome comments and feedback as we work to deliver the necessary change and improvement. In driving this work, we will create an environment that will allow both residents and staff to have confidence and pride in our work.

Judith Finlay

Executive Director of Community and Children's Services

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Committee(s): Barbican Estate Residents' Consultation Committee (for information)	Dated: 7 August 2023
Barbican Residential Committee (for decision)	9 August 2023
Subject: Independent Review of the Barbican Estate Office	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?	Yes
If so, how much?	Short term costs met from existing BEO budgets. Longer term proposals intended to be cost neutral.
What is the source of Funding?	Barbican Service Charges
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director of Community and Children's Services	For Decision
Report author: Rosalind Ugwu, Interim Head of Barbican Estate Office	

*Aspects of this report is exempt by virtue of the following paragraph(s) of Part 1 of Schedule 12A of the Local Government Act 1972. The appendices to this report contain sensitive information which may be exempted under the Act and will need to be considered in closed session.

It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:

- | | |
|----|---|
| 2) | Information which is likely to reveal the identity of an individual. |
| 3) | Information relating to the financial or business affairs of any particular person or body (including the authority holding that information). |
| 4) | Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. |

Summary

The housing consultancy, Altair, was commissioned to carry out an independent review of the Barbican Estate Office in 2022, concluding in May 2023. This report presents a summary of the Altair review and seeks approval for the key recommendations. The report requests endorsement of the proposed transformation action plan, which provides details of actions proposed and already in train. The transformation action plan will be a standing agenda item and update reports will be provided at all future Barbican Estate Residents Consultation Committee and Barbican Residential Committee meetings.

Recommendation(s)

The **Barbican Residential Committee** is recommended to:

1. Note the report and independent review of the Barbican Estate Office.
2. Note the key themes identified by Altair during the review of the Barbican Estate Office.
3. Note the operational matters already underway in response to the Barbican Estate Office Review.
4. Agree the Action Plan for implementation.

Main Report

Background

1. In October 2022, a project board was setup to procure and manage an independent review of the Barbican Estate Office. The review was commissioned and funded by the City of London Corporation.
2. The project board overseeing the review consisted of:
 - Assistant Director of Barbican and Property Services
 - Chair of Barbican Estate Residents Consultative Committee
 - Interim Head of the Barbican Estate Office
3. The Project Board was subject to the City of London's formal procurement procedures and selected Altair at the Tender evaluation panel on 13 October 2022.
4. Altair were commissioned to undertake an independent review of the **efficiency, cost effectiveness and value for money** of services delivered by the Barbican Estate Office to residents of the estate. In addition, the scope required the review

to identify efficiency savings on both the Landlord's Account and Service Charge Account

5. The review consisted of two phases:

Phase 1: Interim Report (Appendix 1)– Conducting a critical appraisal of current services and producing an interim report. The interim report was delivered in December 2022. A summary report (Appendix 2) was produced for general publication in February 2023. The review consisted of discussions with thirty-five members of staff, 1-2-1 discussions with forty-five residents, thirty written correspondences from residents, surveys and perusal of over one hundred documents. The Interim Head of Barbican Residential Estate presented the summary report to staff at an online briefing, recorded for those who could not attend, on 14th February 2023.

Phase 2: Stage 2 Report (Appendix 3) – An options development and recommendations report which identified thirteen areas for improvement. The report was delivered in February 2023 and was the subject of a presentation by an Altair Consultant, to a joint meeting of BRC and RCC on 24th May 2023. The presentation (Appendix 4) was a summary version of the full report and issued for general publication. Prior to the presentation, four briefing sessions, facilitated by AD Barbican and Housing and Interim Head of Barbican Residential Estate, were given to staff.

6. Once the reports were finalised, an action plan was developed to respond to the Altair recommendations.
7. It is anticipated that update reports on progress against the action plan will be presented to all future committees as a standard agenda item.

Current Position

The full reports are subject to redaction in readiness for publication on the Barbican website. The redactions have been made based on the following criteria:

- Information which could lead to individual employees being identified.
- Reference to performance of individuals or teams in a way which could be identifiable of individuals.
- Information or relative cost calculations which could cause general prejudice to our commercial position and is commercially sensitive.
- Information which indicates a potential change to a substantive post, redundancy or change to contract of employment in advance of formal consultation with recognised trade unions and employees.
- Resident safety and security

The redacted reports have also taken account of advice from the City Solicitor and Altair regarding the public access to the reports.

Recommendations

1. The stage 2 report is broken down into three phases:
 - a. Immediate: Senior Leadership Structure
 - i. Appointment of the Head of Barbican Residential Estate with increased responsibility and accountability and subject to a redesign and re-evaluation of the current role and its responsibilities. (Agenda item 2 – Separate report)
 - ii. Move the reporting line for the Service Charge and Revenue Manager from Assistant Director of Housing and Barbican to the Head of Barbican Residential Estate. The change has no savings or additional costs.
 - iii. Move the reporting line for the Property Services Manager, in turn three Property Services Officers, to the Head of Barbican Residential Estate. The change has no savings or additional costs.
 - iv. Increase the remit of the Commercial Property Officer to include, maximising income generation and for commercial activity including car parks and stores. In addition, move the reporting line for the role to the Service charge and Revenue Manager. The change has potential costs of £30k which could be offset in the phase 2 operational redesign.
 - v. Extend the skillset within the property service team by the appointment of a Surveyor/Contract Manager. The change has

potential costs of £52k which could be offset in the phase 2 operational redesign.

- vi. Review the cleaning service with potential cost savings of £150k.

These recommendations are presented for your endorsement.

- b. Phase 1 includes recommendations to:
 - i. Redesign key processes including general repairs, resident services, spare key storage and parcel collection.
 - ii. Improve the budgeting, cost control and service charges including, external service charge validation, starting the budgeting process earlier, introducing a culture of cost control, review of communications and increase to quarterly, reconciliation of previous years' service charges by June,
 - iii. Introduce a formal financial and performance reporting framework which provides a golden thread to objectives, defined reporting and timings to appropriate governance groups, targets to allow monitoring and continuous service improvement and clear roles and responsibilities to manage and coordinate the framework.

- c. Phase 2 – discusses seven potential alternative options for organisational structure, culture, and roles including:
 - i. Models for service delivery
 - 1. Two options to develop the Estate Management and resident service function.
 - 2. Single point of accountability
 - 3. Role of car park attendants which is also subject to savings requirement of the City's Target Operating Model
 - 4. Role of the Resident engineer and duty manager
 - 5. Major works and cyclical programmes
 - 6. Consideration of outsourcing and shared service opportunities

- 2. The phase 2 recommendations are presented with delivery timescales in the attached Transformation action plan for BRC endorsement (Appendix 5).

Proposals

1. BRC approve the Altair independent review recommendations.
2. BRC approve the transformation action plan.

Corporate & Strategic Implications

1. The improvement of the quality of service delivery to residents of the Barbican Estate is an important priority for the City of London. The external and independent review by Altair has provided a thorough evidence base of priority areas for transformation. The oversight and scrutiny of delivery of actions against the recommendations within the governance structures will involve both members and residents, increasing accountability and providing assurance to the wider resident population of the Barbican Estate.
2. The transformation action plan will be supported by a change management programme, which may have future resource and financial implications, dependent on the options which may be pursued. As part of the regular updates on progress against the action plan, the BRC will be fully consulted and appraised, prior to any changes being implemented.

Conclusion

The Altair review and its recommendations sets out a clear pathway for the transformation of services to residents of the Barbican estate. The oversight and monitoring of the actions in the transformation action plan should ensure that demonstrable improvements are achieved.

Appendices

- Appendix 1 – Phase 1 Interim Report
- Appendix 2 – Summary Report
- Appendix 3 – Phase 2 Report
- Appendix 4 – Presentation Summary Version of Full Report
- Appendix 5 – Transformation Action Plan

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Agenda Item 9

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. Rosalind.Ugwu@cityoflondon.gov.uk Tel: 07522 619 645	

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

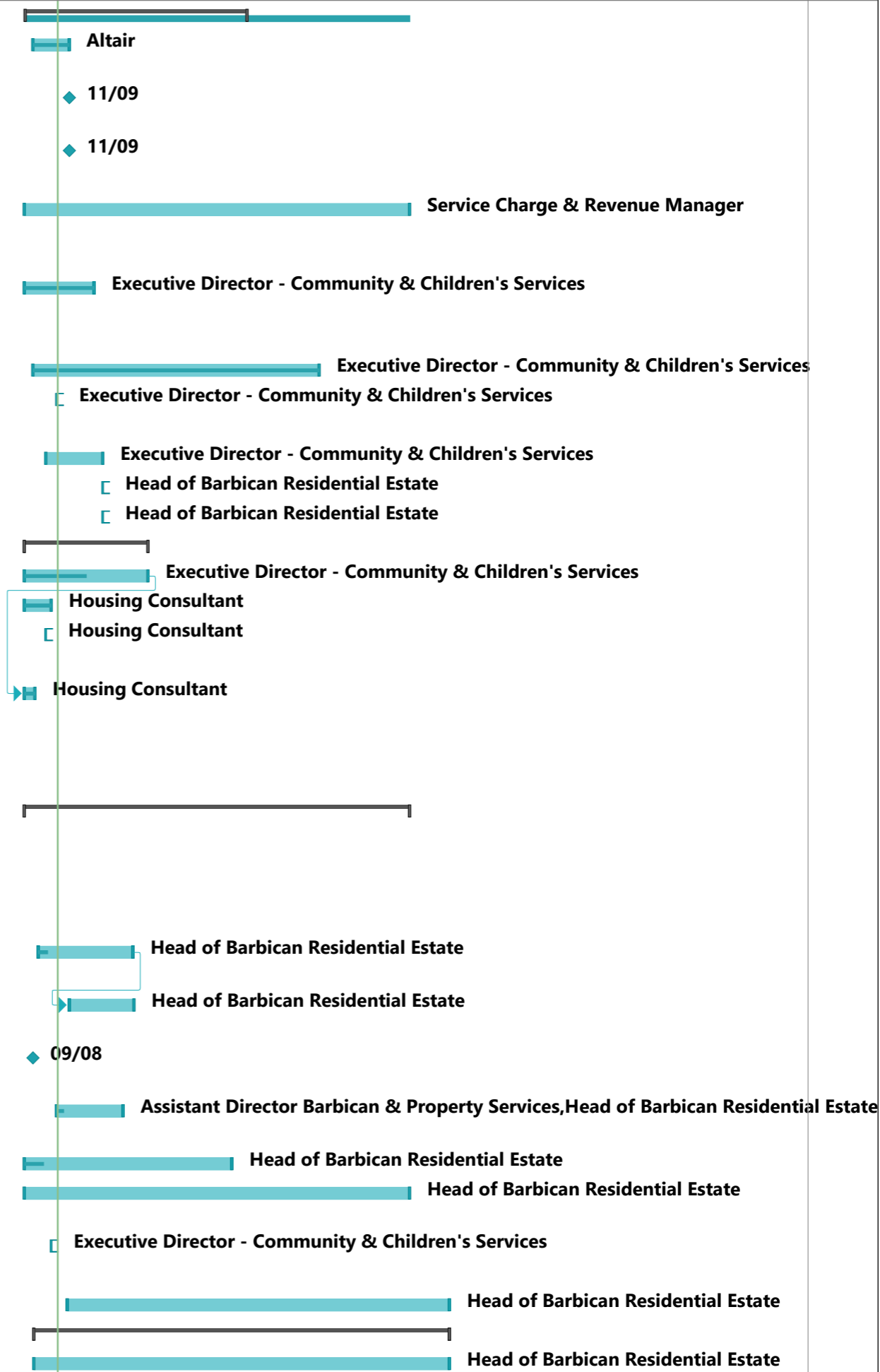
has been prepared to inform the audit and the Chair of the RCC has provided input from the resident perspective.

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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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
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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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
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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Committee(s)	Dated:
Residents' Consultation Committee Barbican Residential Committee	040923 110923
Subject: 2022-23 Electricity Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Judith Finlay Director of Community and Children's Services	For Information
Report author: Anne Mason Community and Children's Services	

Summary

This report provides an update on the electricity charges to the service charge account in 2021/22 and 2022/23.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. There have been several issues concerning the billing of energy costs to the Barbican Residents and these were set out in the City Surveyor's report to your last meeting.
2. Residents have also expressed concerns regarding the accuracy of the billing of energy costs in 2021/22 and the charges for 2022/23.

Current Position

3. In billing for electricity and underfloor heating the actual costs taken from invoices received is used as far as possible. However, when the accounts are closed it is usually the case that not all the invoices have been received. Accruals are raised for the estimated costs of the remaining invoices for the year. Adjustments are sometimes made after the year end if invoices received prior to the service charge actuals being calculated vary significantly.
4. The invoicing for several underfloor heating accounts appeared incorrect both for the summer months when the heating is switched off and for the 2021/22 winter. For example, for Speed House there were charges for consumption during the summer and for a few other blocks the charges seemed low in comparison to previous years and to blocks of a similar design. The meters have been checked and following continued efforts between all parties, the issues have now been resolved.
5. Appendix 1 is a summary of the amounts billed by block for the 2021/22 actual and the subsequent adjustments made in 2022/23. For Breton House, Defoe House, Lauderdale Tower, and Shakespeare Tower the bills received in 2022/23 for 2021/22 were significantly lower than expected.
6. The invoices received for Gilbert House were much higher than expected.
7. Accounts have been rebilled. However, there are still some areas of concern including the calculation of excess capacity charges and the Speed House winter charges which are based on estimated readings. The energy team consider these readings to be reasonable. Although invoices with consumption for the summer were corrected further invoices for excess capacity were received.
8. Excess capacity charges are also shown on invoices for October 22 to March 23. These charges have been queried as there may be some duplication.
9. Several revised invoices have been received for some accounts
10. The Appendix also shows the charges received for 2022/23, the City's PPA rebate and the revised charge for 2022/23 after the adjustments for 2021/22 and the PPA rebate.

Way Forward

11. Many issues have been resolved but as there are still some outstanding queries and concerns regarding the billing for the last two years. To provide assurance an external audit of the billing is being commissioned. This will examine the

underlying data behind the invoices including the excess capacity and estimated charges.

12. Whilst this audit is being undertaken the underfloor heating charge for 2022/23 will remain as estimated for all blocks. An interim balancing charge will be issued that covers the other heads of charge and residents will be advised accordingly. It can be seen from Appendix 1 that the expected actual charge for heating will exceed the estimate for all blocks.

Financial implications

13. The cost of the audit will be borne by the Landlord's budget.
14. The overall balancing charge for energy is expected to be around £1.15m and this will be delayed for a few months whilst the audit is carried out.

Conclusion

15. The issues with metering and billing has given rise to many queries will mean a delay in the collection of some of the balancing service charges. However, the above approach will provide comprehensive data to inform the charges made.

Appendices

Appendix 1

Background Papers

Report of the City Surveyor June 2023

Corporate & Strategic Implications Key Data

Strategic implications –

Financial implications – Service Charge Expenditure is City Fund.

Resource implications - None

Legal implications – C&CS

Risk implications - None

Equalities implications – None

Climate implications - None

Security implications - None

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Appendix 1 Heating Reconciliation

	Billed 21/22	22/23 Adjustment for 21/22 charges	Revised actual cost for 21/22	22/23 Charges Received	City PPA Rebate	Charge 22/23 including 21/22 adjustment	Estimate 22/23	Excess capacity charge Oct 22 - Mar 23
Andrewes House	£256,811.54	-£13,367.29	£243,444.25	£428,140.05	-£39,751.52	£375,021.24	250,000	£13,081.92
Ben Jonson House	£257,540.05	-£36,453.75	£221,086.30	£408,992.35	-£39,307.33	£333,231.27	250,000	£5,792.86
Brandon Mews	£43,919.14	£0.00	£43,919.14	£74,533.35	-£6,960.20	£67,573.15	49,000	£1,297.10
Breton House	£59,538.10	-£24,511.21	£35,026.89 *	£125,552.96	-£12,598.41	£88,443.34	75,000	£2,814.65
Accrual accounted for low billing winter in 21/22 no revised bills received								
Bryer Court	£45,194.13	£0.00	£45,194.13	£77,463.30	-£7,311.47	£70,151.83	50,000	£1,210.46
Bunyan Court	£90,004.88	-£1,476.81	£88,528.07	£143,531.97	-£13,765.10	£128,290.06	85,000	£3,171.62
Cromwell Tower	£241,209.31	-£1,817.43	£239,391.88	£430,596.61	-£40,806.76	£387,972.42	250,000	£5,977.48
Defoe House	£173,053.68	-£18,423.49	£154,630.19 *	£401,071.48	-£39,801.91	£342,846.08	225,000	£5,864.21
Low billing winter 21/22 year end accrual accounted for but no revised bills received								
Gilbert House	£101,628.71	£19,756.84	£121,385.55 *	£220,389.11	-£21,315.10	£218,830.85	120,000	£3,253.79
Revised bills received for Jan -Mar 22 in Sept 22								
John Trundle Court	£132,651.60	-£29,340.14	£161,991.74	£163,362.32	-£15,676.49	£118,345.69	110,000	£2,599.14
Lauderdale Tower	£214,416.79	-£72,163.90	£142,252.89 *	£414,674.57	-£42,107.87	£300,402.80	250,000	£6,202.14
Low billing winter 21/22 year end accrual accounted for but no revised bills received								

	Billed 21/22	22/23 Adjustment for 21/22 charges	Actual cost for	22/23 Charges	City PPA Rebate	Charge 22/23 including 21/22 adjustment	Estimate 22/23	Excess capacity charge Oct 22 - Mar 23
Lambert Jones	£21,524.18	£879.81	£22,403.99	£38,972.30	-£3,813.53	£36,038.58	21,000	£670.19
Mountjoy House	£94,334.19	-£5,989.05	£88,345.14	£152,384.18	£15,133.75	£131,261.38	100,000	£4,145.58
Seddon House	£101,471.14	£4,147.68	£105,618.82	£183,726.53	£17,978.05	£169,896.16	99,000	£3,159.47
Shakespeare Tower	£213,487.91	-£19,607.11	£193,880.80	£426,396.11	£40,027.40	£366,761.60	250,000	£15,694.51
Thomas More	£187,751.79	£2,590.08	£190,341.87	£340,726.80	£32,421.18	£310,895.70	220,000	£4,681.04
Willoughby	£202,413.69	-£6.27	£202,407.42	£323,416.02	£30,816.52	£292,593.23	180,000	£3,729.58
Speed House	£230,406.48	-£40,120.87	£190,285.61	£236,318.41	£24,453.65	£171,743.89	150,000	£11,307.70

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Committee(s)	Dated:
Residents' Consultation Committee Barbican Residential Committee	040923 110923
Subject: 2022/23 Revenue Outturn for the Dwellings Service Charge Account	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Judith Finlay Director of Community and Children's Services	For Information
Report author: Anne Mason Community and Children's Services	

Summary

This report provides information on residential service charge expenditure for 2022/23. It also compares the outturn with the 2022/23 estimate and the 2021/22 actual expenditure.

	Latest Agreed Budget £000	Revenue Outturn £000	Variations Increase/ (Reduction) £000
Expenditure	(9,903)	(14,196)	(4,293)
Income	11,234	15,559	4,325
Net Recharges	(1,331)	(1,363)	(32)
Overall Totals	0	0	0

A summary of the service charge reconciliation of the 2022/23 actuals as per the closed accounts above and the amount to be charged as a service charge is set out in the table below.

Table 2 - Summary Service Charge Reconciliation 2022/23	£000
Actual Service Charge Expenditure Per Accounts	(15,751)
Less recharges	(192)
Less Barbican Estate Office adjustments	(1,018)
Final Service Charge Expenditure	(14,541)

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. This report explains the variations in the service charge outturn and also reconciles the service charge being made to residents following the closure of the Corporate accounts.
2. Leaseholders pay on-account estimated service charges during the financial year and a balancing adjustment is billed in the September following the end of the financial year.

Current Position

Key Data

Residents' Service Charge Outturn

3. The provisional outturn for the service charge account for 2023/23 is £14,541,023 this is 26.13% higher than the 2021/22 charge and 18.69% higher than the estimate.
4. The main reasons for the increase are increased repairs and maintenance costs and increased energy costs.
5. Salary increases were higher than estimates due to a one-off cost of living payment of £1,000 and a pay rise of 3% for all staff.
6. Due to the billing issues outlined in earlier reports to this committee and in the further report to this committee the underfloor heating is being charged at the estimated rate until a full audit of the billing issues has taken place. The interim amount being charged to leaseholders in September is £13,350,836.

Analysis of the 2022/23 Service Costs ANNEX 1 –

7. This annex shows the expenditure headings on the service charge schedule, with the main basis of attribution and a comparison between the actual service charges for 2021/22 and 2022/23. The estimates for 2022/23 are also shown.
8. The comparison with the 2021/22 actuals shows significant variations for several service heads.
9. Energy costs increased significantly during 2022/23. In April 2021 unit rates for heating were around 9.5p/kwh (day rate) 10p/kwh (night rate) increasing to around 14.6p/kwh (day rate) and 14.2p/kwh (night rate) in October 2021.
10. These rates remained in place until September 2022. In October 2022 unit rates, including government rebates, increased to around 44p/kwh (day rate) and 40p/kwh (night rate). Higher government rebates in November and December reduced the rates to around 31p/kwh (day rate) and 27p/kwh (night rate). In January 2023 the City's solar farm came on-stream and unit rates decreased by around 15p/kwh. However, government rebates reduced. In December 2022 the rebate was 22.43p/kwh and by March 2023 this had gone down to 2.59p/kwh.
11. Standing charges also increased significantly from October 2022. For example, for Defoe House underfloor heating the standing charge for April 2022 to September 2022 was under £15 per month, for October 2022 to March 2023 it was around £1,700 per month.
12. Leaseholders have received additional credits to their accounts as a result of the City's Power Purchase Agreement. Over £500k was credited to the service charge for January to March.
13. Repairs and Maintenance expenditure increased significantly. Most of the general maintenance expenditure is demand led and can vary considerably from year to year. However, this year the cost of day-to-day repairs has increased by 14.5% compared to 2021/22.
14. The increase in estatewide and general repairs costs is was mainly due to the setting up and hosting costs for Civica and Keystone (£22,462), fire safety surveys (£20,630) and fire signage works (£38,931.84).
15. Expenditure on exterior repairs continued to be high increasing by 11.7% over 2021/22. Expenditure on water penetration remedial works rose from £1,368k to £1,576k. The majority of the repairs were to balcony areas and to barrel vault roofs. There has also been significant expenditure, £238k, on window frame replacements.
16. Expenditure on electrical repairs decreased by over 6% compared to 2021/22.
17. Expenditure on interior common parts repairs was 24% higher than in 2021/22. Over half the expenditure was on plumbing repairs including repairs to booster pumps, corroded pipes and stopcocks.

18. Communal water tanks are inspected as part of an annual programme, this year there was a reduction in the number of remedial repairs required as a result. The overall costs were 26% lower than in 2021/22.
19. The charge for the resident engineers increased by nearly 10%. However, the charge is less than that in 2020/21. The engineers spent more time on service charge matters than in the previous year. Salary costs increased, (para 5) and rents increased by £10,640.
20. The furniture and fittings charge is mainly for replacement carpets in the tower and corridor blocks. These replacements are carried out in consultation with the housegroups and usually vary considerably from year to year.
21. The cleaners' costs did not increase significantly, and were lower than estimated. There are several vacant posts filled by agency staff.
22. The higher garden maintenance cost is due replacement of the play area surfaces, at a cost of £28,643.
23. The increase in lobby porters' costs is due to the increase in salary rates and overtime costs.
24. The increase in car park attendants' costs is due increased salary rates and agency costs. Agency staff were being use to cover vacant posts and well as to cover leave.
25. The increase in garchey costs is mainly due to increased repairs and maintenance expenditure, from £106.619 in 2021/22 to £139.50 in 2022/23. There was increased expenditure on clearing blockages and on spare parts.
26. The allocation of House Officer, Supervision and Management recharge and Technical recharge are mainly based on timesheet information and reflect the time being spent on service charge issues. This year more of the House Officers' time has been allocated to House Officer duties. Supervision and management is also allocated to the cleaning, car park attendant and lobby porter heads of charge. which is included in the Supervision and Management Charge. The overall cost for Supervision and Management allocated to the service charge decreased slightly in comparison to 2021/22.

Comparison Corporate Account and Final Service Charge Schedule - ANNEX 2

27. Due to adjustments made by the BEO the provisional outturn is £1,018,371 lower than the expenditure in the City's accounts.
28. The adjustment is mainly for energy costs. At the end of the financial year many invoices for the October to March period were due to be revised and rebilled. Some charges are still under query. The accrual adjustment was raised following consultation with the Team Energy who validate the energy invoices. The adjustment to the garchey costs is also in respect of energy costs.

29. The adjustments to the car park attendants' costs are as a result of re-allocation of costs to the car park account. The were adjustments to/from the Barbican Centre in respect of lift, cleaning and repairs and maintenance costs. Other adjustments are to/from the landlord account.

The Corporate Outturn Report ANNEX 3

30. The service charge schedules reflect the services provided and the Lease. The headings are different to the corporate report. For example, the employees are included under the cleaning, lobby porters, car park attendants and garchey headings on the service charge schedules along with the relevant associated costs such as uniforms, materials and repairs. Annex 3 shows the allocation of expenditure in the corporate report.

Comparisons to previous years' Service Charge ANNEX 4

31. This shows the service charges by service head for the years 2017/18 – 2022/23.

Comparison of service charge heads of charge Annex 5

32. Pie chart showing each head of charge as a proportion of the 2022/23 Service Charge Actuals.

Conclusion

33. Overall, the estate service charge for the annually recurring items has increased for most leaseholders. Whilst charges for some heads of service have reduced in comparison to last year, notably cleaning and concierge services and Supervision and Management, the cost of repairs and energy have increased significantly. Although it is expected that energy costs will continue to rise the forward purchase arrangements put in place by the City should mitigate the increases.
34. The increases in repairs and maintenance expenditure are mostly due to the increased incidences of water penetration through roofs, balconies and window frames necessitating increased expenditure on one-off repairs.
35. The Actual Service Charge schedules and an explanatory letter of the various items included on the schedule were be sent to residents in early August.

Appendices

Annex 1-5

Background Papers

None

Corporate & Strategic Implications Key Data

Strategic implications –

Financial implications – Service Charge Expenditure is City Fund.

Resource implications - None

Legal implications - None

Risk implications - None

Equalities implications – None

Climate implications - None

Security implications - None

Report author

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Revenues Manager

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Annex 1

CROSS REF. KEY	ITEM	MAIN BASIS OF CONTRIBUTION (A)	ACTUAL	ACTUAL	Variance (Increase) reduction %	ESTIMATE	ESTIMATE
			2021/22	2022/23	2022/23	2023/24	
1	Electricity (Common Parts and Lifts)	Actual	(544,544)	(914,455)	(67.93%)	(584,143)	(1,138,591)
2	Lift Maintenance	Actual	(366,557)	(375,821)	(2.53%)	(369,987)	(374,581)
3	Resident Housekeepers (Additional Pension)	E. wide lease %	(174)	(103)	40.73%	0	0
4	Resident Engineers	E. wide lease %	(331,817)	(364,701)	(9.91%)	(404,455)	(415,637)
5	Furniture & Fittings	Actual	(22,272)	(6,511)	70.77%	(26,000)	(26,001)
6	Window Cleaning	Contract base	(177,260)	(183,013)	(3.25%)	(182,245)	(209,581)
7	Cleaning Materials including refuse sacks	No. cleaners	(22,564)	(23,397)	(3.69%)	(25,000)	(26,000)
8	Cleaning Equipment	No. cleaners	(4,580)	(5,659)	(23.56%)	(4,000)	(5,000)
9	Estate Cleaners	No. cleaners	(1,128,082)	(1,135,173)	(0.63%)	(1,154,455)	(1,204,117)
10	Additional Refuse Collection	No. cleaners	(12,283)	(12,710)	(3.47%)	(15,700)	(15,700)
11	Garden Maintenance	E. wide lease %	(199,305)	(220,785)	(10.78%)	(180,000)	(230,150)
12	Car Park Attendants	Terrace lease %	(689,244)	(734,069)	(6.50%)	(708,000)	(708,866)
13	Hall Porters	Towers one third each plus individual costs	(793,836)	(846,162)	(6.59%)	(790,000)	(843,864)
14	Garchey Maintenance	E. wide lease %	(274,777)	(318,397)	(15.87%)	(286,000)	(344,360)
15	Pest Control	E. wide lease % + individual block costs	(16,184)	(20,749)	(28.21%)	(23,000)	included in at
16	General Maintenance (Estate)	E. wide lease % and no of repairs orders	(180,952)	(268,951)	(48.63%)	(1,735,897)	(2,781,040)
17	Electrical Repairs (Common Parts)	Actual	(127,240)	(119,510)	6.08%	included in above	included in at
18	Electrical Repairs (Exterior)	Actual	0	0		included in above	included in at
19	General Repairs (Common Parts)	Actual	(174,618)	(216,048)	(23.73%)	included in above	included in at
20	General Repairs (Exterior)	Actual	(1,938,920)	(2,165,698)	(11.70%)	included in above	included in at
22	House Officer	E. wide lease %	(154,906)	(166,420)	(7.43%)	(149,000.00)	(187,757)
Sub Total - Basis for apportionment of estate wide Supervision and Management Costs			(7,160,114)	(8,098,332)	(13.10%)	(6,637,882)	(8,511,245)
21	S&M technical	No of repairs orders	(195,008)	(190,219)	2.46%	(230,000)	(227,616)
23	Estate-Wide Supervision & Management costs	Ratio	(555,816)	(556,561)	(0.13%)	(730,000)	(738,132)
24	Redecorations Programme 2020-2025	Actual/E. wide lease %	(48,246)	(1,126,285)		(1,521,256)	(1,037,456)
25	Safety/Security (included in general repairs on schedule)	Actual/E. wide lease %	(33,119)	(36,820)	(11.18%)	inc in repairs	inc in repairs
26	Water Supply Works	Actual	(98,635)	(72,904)	26.09%	inc in repairs	inc in repairs
27	Concrete works	Actual	2,030	0		0	0
28	Electrical testing	Actual	(17,483)	(45,334)			(46,685)
29	Asbestos management / removal	Actual	(195,525)	(48,581)		0	0
30	Roof /Drainage repairs	Actual	(54,728)	(60,669)		(50,000)	0
31	Asset management/Stock Condition Survey	Actual/E. wide lease %	(10,118)	(69,543)		(75,000)	0
32	Water Tank Repairs/Replacement	Actual	(76,446)	0		(5,300)	0
33	Window Replacement	Actual	(308,026)	(237,777)		(183,500)	(389,885)
34	Emergency Lighting	Actual	(3,695)	(8,871)		0	(21,100)
	Carpets (Frobisher)	Actual	0	0		0	(56,000)
35	Lobby refurbishment (Shakespeare)	Actual	0	(5,461)		0	(100,000)
36	Lift refurbishment	Actual	(1,930)	(8,870)		0	(100,000)
Total Services			(1,596,742)	(2,467,897)		(2,795,056)	(2,716,874)
37	Heating - Electricity	Actual	(2,771,425)	(3,974,794)	43.42%	(2,818,000)	(5,680,005)
Total Services & Heating			(11,528,280)	(14,541,023)	26.13%	(12,250,938)	(16,908,124)

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Annex 2

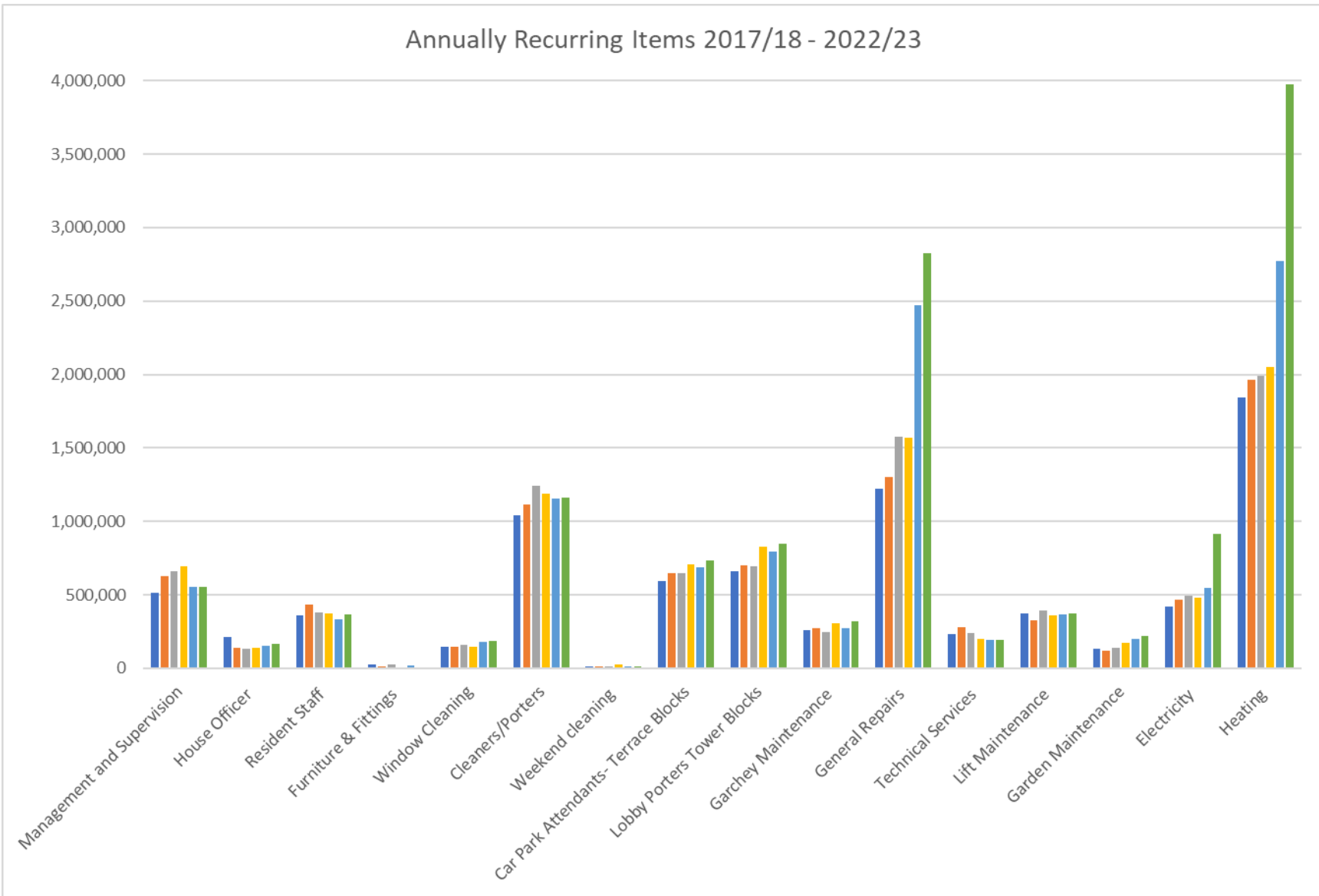
<u>Narration</u>	<u>Cross-Reference key</u>	<u>CBIS Actual</u>	<u>BEO Adjustment</u>	<u>Service Charge Schedule</u>
		£	£	£
Electricity (Common Parts and Lifts)	1	(1,174,865.78)	260,410.76	(914,455.02)
Lift Maintenance	2	(371,310.50)	(4,510.11)	(375,820.61)
Resident Housekeepers (Additional Pension)	3	(103.02)	0.00	(103.02)
Resident Engineers	4	(364,701.10)	0.00	(364,701.10)
Furniture & Fittings	5	(6,510.54)	0.00	(6,510.54)
Window Cleaning	6	(183,012.84)	0.00	(183,012.84)
Cleaning Materials including refuse sacks	7	(23,396.78)	0.00	(23,396.78)
Cleaning Equipment	8	(5,659.43)	0.00	(5,659.43)
Estate Cleaners	9	(1,140,634.97)	5,462.39	(1,135,172.58)
Additional Refuse Collection	10	(12,709.87)	0.00	(12,709.87)
Garden Maintenance	11	(221,732.44)	947.74	(220,784.70)
Car Park Attendants	12	(741,591.55)	7,522.44	(734,069.11)
Hall Porters	13	(846,162.23)	0.00	(846,162.23)
Garchey Maintenance	14	(333,029.51)	14,632.23	(318,397.28)
Pest Control	15	(20,749.16)	0.00	(20,749.16)
General Maintenance (Estate)	16	(269,582.01)	631.00	(268,951.01)
Electrical Repairs (Common Parts)	17	(119,510.45)	0.00	(119,510.45)
Electrical Repairs (Exterior)	18	0.00	0.00	0.00
General Repairs (Common Parts)	19	(216,047.96)	0.00	(216,047.96)
General Repairs (Exterior)	20	(2,165,368.57)	(329.61)	(2,165,698.18)
Technical Services	21	(194,863.18)	4,644.09	(190,219.09)
House Officer	22	(166,420.15)	0.00	(166,420.15)
Estate-Wide proportion of Supervision & Ma	23	(583,805.63)	27,244.24	(556,561.39)
Redecorations Programme 2020-2025	24	(1,126,285.23)	0.00	(1,126,285.23)
Safety/Security	25	(36,820.48)	0.00	(36,820.48)
Water Supply Works	26	(72,904.21)	0.00	(72,904.21)
Concrete Works	27	0.00	0.00	0.00
Electrical testing	28	(45,334.46)	0.00	(45,334.46)
Asbestos Management	29	(51,344.77)	2,764.19	(48,580.58)
Roof/Drainage Repairs	30	(62,485.56)	1,816.50	(60,669.06)
Asset Management/Stock Condition Survey	31	(69,542.89)	0.00	(69,542.89)
Water Tank Repairs/Replacement	32	(11,053.68)	11,053.68	0.00
Window Replacement	33	(238,807.77)	1,031.10	(237,776.67)
Emergency Lighting	34	(8,871.44)	0.00	(8,871.44)
Lobby Refurbishment	35	(5,460.80)	0.00	(5,460.80)
Lift Refurbishment	36	(5,870.46)	(3,000.00)	(8,870.46)
Heating	37	(4,673,532.04)	698,737.70	(3,974,794.34)
N/C		20,050.84	(20,050.84)	0.00
N/C		(9,363.88)	9,363.88	0.00
TOTAL		(15,559,394.52)	1,018,371.40	(14,541,023.12)

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Actual 2021-22 £'000	Service Charge Account	Original Budget £'000	Latest Approved Budget £'000	Actual 2022-23 £'000	Variations £'000
	Expenditure				
(2,549)	Direct Employee Expenses	(2,843)	(2,901)	(2,682)	219
(1)	Indirect Employee Expenses	(8)	(8)	(1)	7
(2,550)	Total Employees	(2,851)	(2,909)	(2,683)	226
(3,651)	Repairs and Maintenance	(3,084)	(3,611)	(4,854)	(1,243)
(3,152)	Energy Costs	(2,667)	(2,667)	(5,950)	(3,283)
(133)	Rents	(138)	(138)	(140)	(2)
(18)	Rates	(20)	(20)	(11)	9
(1)	Water Services	(3)	(3)	0	3
(225)	Cleaning and Domestic Supplies	(267)	(267)	(231)	36
(199)	Grounds Maintenance Costs	(180)	(180)	(221)	(41)
(7,379)	Total Premises Related Expenses	(6,359)	(6,886)	(11,407)	(4,521)
(42)	Equipment, Furniture and Materials	(67)	(67)	(23)	44
(1)	Catering	(1)	(1)	0	1
(3)	Clothes, Uniform and Laundry	(13)	(13)	(3)	10
(2)	Printing, Stationery	(6)	(6)	(1)	5
(18)	Fees and Services	(1)	(1)	(66)	(65)
0	Expenses	0	0	0	0
(13)	Communications and Computing	(20)	(20)	(13)	7
(79)	TOTAL Supplies and Services	(108)	(108)	(106)	2
(10,008)	TOTAL Expenditure	(9,318)	(9,903)	(14,196)	(4,293)
11,308	Income	10,649	11,234	15,559	4,325
1,300	Net Income	1,331	1,331	1,363	32
	Recharges				
(1,437)	Expenditure	(1,457)	(1,457)	(1,555)	(98)
(156)	Income	126	126	192	66
(1,439)	Total Recharges	(1,331)	(1,331)	(1,363)	(32)
0	Total Service Charge Account	0	0	0	0

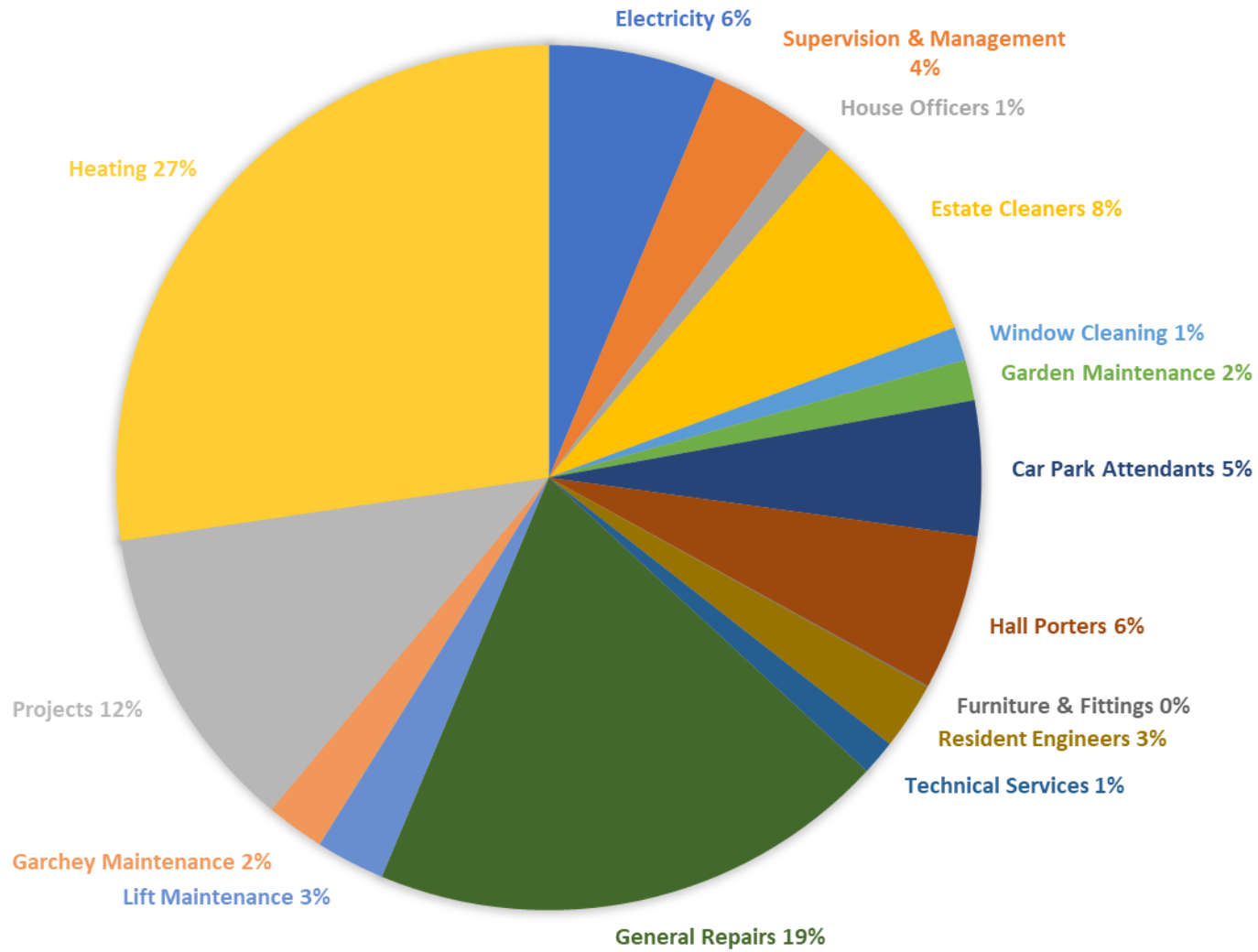
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Annually Recurring Items 2017/18 - 2022/23



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SERVICE CHARGES 2022/23



Agenda Item 13

Committee(s): Residents Consultation Barbican Residential	Dated: 4 th September 2023 11 th September 2023
Subject: 2022/23 Revenue Outturn (Excluding the Residential Service Charge Account)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4,12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Chamberlain Director of Community & Children's Services	For Decision
Report author: Goshe Munir, Senior Accountant, Chamberlain's Department	

Summary

This report compares the revenue outturn for the services overseen by your committee in 2022/23, with the final agreed budget for the year.

These accounts do not include income and expenditure in relation to dwellings service charges, which is the subject of a separate report before you today, but does include the following: -

- Landlord Services

This includes income and expenditure relating to short term lessee flats, void flats and commercial properties as well as grounds maintenance for public areas.

- Car Parks

The running expenses, capital charges, rent income and service charges relating to 1,272 car spaces of which some 576 are currently occupied.

- Baggage Stores

The running expenses, capital charges, rent income and service charges relating to 1,620 baggage stores. 1,328 baggage stores are currently occupied.

- Trade Centre

This is a commercial area of some 117,000 square feet bounded broadly by Beech Street, Aldersgate Street, Fann Street and Bridgewater Square. Capital charges are the main item of expense, although some premises and supervision and management costs are incurred. Income comprises rent and charges for services including Nuffield Health, GSMD Practice room, Laundrette, Parking Services and Creche.

1. Total net expenditure during the year was £1,884,000, whereas the total agreed budget for net expenditure was £2,302,000, representing total underspend of £418,000 on all risks. This is summarised in the table below:

Summary Comparison of 2022/23 Revenue Outturn with Final Agreed Budget – Barbican Residential Committee			
	Latest Agreed Budget £000 £000	Revenue Outturn £000	Variations Increase/ (Reduction) £000
Expenditure	(3,694)	(3,489)	205
Income	4,854	5,010	156
Net Local Risk	1,160	1,522	362
Central Risk	205	365	160
Recharges	(3,667)	(3,771)	(104)
Overall Totals	(2,302)	(1,884)	418

2. The Director of Community and Children’s Service’s local risk underspend on the Barbican Residential Committee was £362,000 in 2022/23.

Recommendation(s)

3. It is recommended that this revenue outturn report for 2022/23 is noted.

Main Report

Revenue Outturn for 2022/23

4. This report compares the revenue outturn for the services overseen by your committee in 2022/23, excluding the dwellings Service Charge account, which is the subject of a separate report, with the final agreed budget for the year.
5. Actual net revenue expenditure for your committee’s services during 2022/23 totalled £1,884,000. A summary comparison of this expenditure with the final agreed budget for the year of £2,302,000 as set out in the budget report to this Committee in December 2022, is tabulated below. In the various tables, figures in brackets indicate expenditure or adverse variances, decreases in income, or increases in expenditure.

Comparison of 2022/23 Revenue Outturn with Latest Agreed Budget					
	<i>Original Budget</i>	Latest Agreed Budget	Revenue Outturn	Variations Increase/ (Reduction)	
	£000	£000	£000	£000	
<u>Local risk</u>					
Employees	(1,973)	(2,029)	(2,097)	(68)	6
Repairs and Maintenance	(1,114)	(1,169)	(958)	211	7
Other Property Related	(307)	(307)	(340)	(33)	
Supplies and Services	(189)	(189)	(94)	95	8
Total Expenditure	(3,583)	(3,694)	(3,489)	205	
Total Income	4,854	4,854	5,010	156	9
Net Local Risk	1,271	1,160	1,522	362	
Central Risk	209	205	365	160	10
Total Recharges	(3,667)	(3,667)	(3,771)	(104)	11
Total	(2,187)	(2,302)	(1,884)	418	

6. The overspend of £68k in Employees costs is due to increased costs on overtime and temporary staff cost within the Car Park Service. salary costs due to the higher than budgeted pay rise.
7. The underspend in Repairs and Maintenance of £211k is mainly due to slippage to works within the Landlord Services.
8. Supplies and Services favourable variance of £95k is due to the decrease of provision for bad debt and reduced expenditure on equipment furniture & materials.
9. The favourable income variance of £156k is mainly due to higher than anticipated rent income in Landlord, Stores, and trade centre accounts.
10. The increase in Central Risk income of £160k is due to the actual insurance income being higher than budgeted for in Landlord Services and Trade Centre Services.
11. The adverse variance for total Recharges of £104k is due to higher than expected recharge for central support services and increased in the technical recharge.
12. Annex A1 sets out an analysis by service area of the overall outturn variance.
13. Annex A2 shows the reconciliation of the original budget to the latest agreed budget.

Appendices

- Annex A1 – Barbican Residential Committee – Comparison of 2022/23 Revenue Outturn with Latest Agreed Budget by Service Areas.
- Annex A2 – Barbican Residential Committee – Comparison of 2022/23 Original Budget with Latest Agreed Budget.

Caroline Al-Beyerty
Chamberlains

Judith Finlay
Director of Community & Children Services

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**Barbican Residential Committee – Comparison of 2022/23
Revenue Outturn with Final Agreed Budget**

Comparison of 2022/23 Revenue Outturn with Latest Agreed Budget by Service Area				
	<i>Original Budget</i>	Latest Agreed Budget	Revenue Outturn	Variations Increase/ (Reduction)
	£000	£000	£000	£000
Supervision and Management -General	0	0	(0)	(0)
Landlords Services	(2,649)	(2,552)	(2,293)	259
Car Parking	(156)	(368)	(428)	(60)
Stores	107	107	155	48
Trade Centre	512	512	683	171
Other Non-Housing	(1)	(1)	(1)	(0)
Total	(2,187)	(2,302)	(1,884)	418

Recharges include recharges from the Service Charge Account to Landlord and Car Park Accounts for cleaning and electricity as well as and Central and Departmental Recharges.

**Barbican Residential Committee – Comparison of 2022/23 Original Budget
With Final Agreed Budget**

	£'000
Original Budget	(2,187)
Increase in Employees Costs	(56)
Increase in Repairs and Maintenance Costs	(55)
Recharges and Capital Charges	(4)
Latest Approved Budget	(2,302)

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Committees: Barbican Estate Residents Consultation Committee - <i>for information</i> Barbican Residential Committee - <i>for information</i>	Dates: 04 September 2023 11 September 2023
Subject: Barbican Estate Redecoration Programme 2020-25 Unique Project Identifier: 12035	Gateway 5 Regular Progress Report
Report of: Director of Community & Children's Services Report Author: Philippe Greaves, Project Manager	For Information
<h2 style="margin: 0;">PUBLIC</h2>	

1. Status update	<p>Project Description: This report provides an update on the current contract with K&M McLoughlin Decorating Ltd to carry out redecoration works to internal and external areas of the residential blocks of the Barbican Estate between 2020-25.</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (excluding risk): £3,884,630</p> <p>Spend to Date: £1,155,121.04</p> <p>Costed Risk Provision Utilised: N/A</p>
2. Key points to note	<p>Next Gateway: Gateway 6 – Outcome Report</p> <p>Key Points:</p> <ol style="list-style-type: none"> 1. Following the lengthy delays as a result of the Covid-19 public health crisis, the contract awarded to K&M McLoughlin Decorating Ltd commenced in April 2022. 2. To date, works to the value of £1,155,121.04 have been completed

	3. The contract is currently anticipated to complete on time and to budget.
3. Reporting period	June 2021 (date of last report) - present
4. Progress to date	<p>5. The contract with K&M McLoughlin Decorating Ltd commenced in April 2022. Progress to date at time of writing (15th August 2023) is summarised below:</p> <p>Mountjoy – (Internal) Complete and signed off.</p> <p>Gilbert House – (Internal) Work complete, Clerk of Works inspection completed, awaiting Officer joint inspection for sign off. To be inspected and signed off by Officers in August. Joint inspection with house group to be organised.</p> <p>Willoughby house - (Internal) Work complete, Clerk of Works inspection completed, awaiting Officer joint inspection for sign off. Joint inspection with house group to be organised.</p> <p>Cromwell Tower – (External) Work complete, awaiting Clerk of Works snag report. Report due September.</p> <p>Andrewes House – (Internal) Work complete, awaiting Clerk of Works snag report. Report due September.</p> <p>Ben Jonson House – (External) Work complete, awaiting Clerk of Works snag report. Report due September.</p> <p>Bryer Court – (External) Work complete, Clerk of Works inspection completed, awaiting Officer joint inspection sign off.</p> <p>Bunyan Court – (External) Work complete, Clerk of Works inspection completed, awaiting Officer joint inspection sign off.</p> <p>Defoe House – (Internal) Work complete, awaiting Clerk of Works snag report. Report due September.</p>

John Trundle – (External)

Work complete, Clerk of Works inspection completed, awaiting Officer joint inspection sign off.

Seddon House – (Internal)

Work complete, Clerk of Works inspection to be completed before joint Officer sign off.

Breton House – (Internal)

Work complete, Clerk of Works inspection completed, awaiting Officer joint inspection sign off.

Speed House – (Internal)

Scope of work being agreed following colour change for the metalwork (railings, balustrades etc.). Letter to be sent out for option approval following advice on number of coats of paint required and cost associated. Pre-work surveys to be completed.

Thomas More – (Internal)

Pre-tender section 20 letter sent, ends in September.

Shakespeare Tower – (External)

Start on site delayed whilst scope of work is approved.

Lauderdale Tower – (External)

Pre-work surveys to be completed. Scope of work to be finalised.

6. Some blocks have seen areas missed on the scope of the specification. As such some additional work has been approved. The project remains within the overall budget. These areas have been noted for inclusion with future projects/ tenders.

7. Additional protective works to upper floors across Bryer Court, Bunyan Court, Ben Jonson House and John Trundle have been completed, works have remained in budget. Further repairs have been identified through the redecorations project and passed on for information to the Major Works team for inclusion in a future windows project.

Contractor Performance

8. As reported at Committees previously, some of the quality of workmanship has required improvement and officers have been working with the Clerk of Works to address these issues with the contractor. There is a further robust process set in place to ensure a thorough inspection and sign off occurs. This will be reviewed as will the quality of the work as the programme starts

	<p>to gain momentum. The new blocks have not been released as yet until Officers are happy with the outcome of the current fully completed blocks and their sign off progresses.</p> <p>Mitigating Actions</p> <p>9. A sign off process has been agreed with the project team. This includes a first inspection by the contractor, inspection by the Clerk of Works, finally a joint inspection of the Officer alongside the Clerk of Works and Contractor is completed before the block is sign off completely.</p> <p>10. Pre-work inspections will ensure older snagging items are picked up prior to the contractor starting on site.</p>
<p>5. Next steps</p>	<ul style="list-style-type: none"> • Sign off remaining blocks with the additional inspections, shown on this report (by October 2023). • Agree scope of work for new blocks in the programme. • Review quality of workmanship (bi-monthly). • Involve House Groups more in the project process.

Appendices

<p>Appendix</p>	<p>None</p>
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Contact

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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 Major Works 5-year Asset Management Programme	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£29.45 million
What is the source of Funding?	Recovery from leaseholders via service charge (estimated 90%), remainder via local risk budget / city fund capital bids.
Has this Funding Source been agreed with the Chamberlain’s Department?	N
Report of: Director of Community and Children’s Services	For Information
Report authors: David Downing (Asset Programme Manager), Jason Hayes (Head of Major Works)	

Summary

Following the Savills stock condition survey, this report presents, for information, the projects proposed for years 1-5 of the Barbican Estate Major Works Programme. The programme proposes an estimated £29.45m worth of work across the five years, of which the vast majority would encompass refurbishment of the Estates mechanical and electrical infrastructure. All projects proposed are subject to detailed survey to refine cost and scope, and will progress through the City’s project governance procedures for Member approval as required.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The residential Barbican Estate is now over 50 years old with the first tenants moving into Andrewes House in 1969. Testament to the quality of its construction, the buildings have performed well over the years with many key components remaining serviceable considerably beyond their expected lifecycles. Such longevity cannot reasonably be expected to persist. To inform the City's asset management strategy and investment planning processes, Savills were appointed in July 2019 to carry out a combined stock condition and mechanical/electrical survey with the primary purpose of assessing the extent and cost of work to maintain the Estate for the next 30 years.
2. The survey was undertaken between November 2019 and June 2021 in the challenging circumstances of the Covid-19 public health crisis, with the outcomes presented by Savills to Committee Members in November 2022. Over the 30-year period costs are forecast by the Savills data to be in the region of £180m. A significant proportion of this forecast sum is likely to be recoverable from long leaseholders, but only in so far as works are deemed repairs or like-for-like replacements rather than improvements.

Current Position

3. The DCCS Major Works team have been reviewing the extensive data provided by Savills, and in consultation with the Barbican Estate Office and the Asset Maintenance Working Party have drafted outline 30-year and 5-year programmes of work. The Savills data gives a valuable indication of where and when aging components should be looked at but should not be taken to automatically prescribe any particular remedy. Aging components may still be serviceable. The early stages of any large project would therefore entail commissioning a detailed, expert condition survey providing recommendations and costed options for consideration. Cost smoothing and logical sequencing of projects has been applied to maximise economies of scale, realise efficiencies, and minimise the cost burden to leaseholders where reasonable to do so.
4. The draft five-year plan is attached as Appendix 1 for information and feedback. The programme is split into three sections. The first section details works currently in development or in the process of being delivered ahead of the launch of the new programme (such as the current redecorations contract, the fire door replacement programme, tower lift refurbishments and the window replacements currently being investigated). The remaining two sections, set to commence in 2025/26, detail the new mechanical and electrical works, and works to the building fabric now proposed. The total estimated cost of these new works is £29,450,000 plus fees and staff costs over the five year period.

Options

- This report is for informational purposes only, providing an update as to the content proposed for the first five years of the Major Works asset management programme. A range of costed options for each of the identified projects within the programme will be presented for approval at the appropriate time during a given projects development as dictated by the City's project governance processes. Options may include deferment or termination depending on the outcome of specialist surveys.

Proposals

- The following tables detail the proposed new projects from years 1-5 of the asset management programme. Each will progress through the City's project governance procedures as required.

New Projects – Year's 1-5 – Mechanical & Electrical

1	Electrical Infrastructure Refurbishment (All Blocks, Car Parks, Subways) - Survey Switchrooms, Common Parts, Lighting, UFH Supply/Metering & renew as required. Estimated costs assume extensive renewal required.	£16.5m
2	Car Park Sprinkler System (All Car Parks) – Survey & renew life expired sprinkler components as required	£360k
3	Hot & Cold Water Systems (All Blocks, Car Parks, Subways) - Survey Landlords Pipework, Tanks, Valves, Insulation & renew as required.	£2.7m
4	Lift Refurbishments Phase 2 (Ben Jonson, Breton, Bryer, Bunyan, Frobisher, John Trundle, Mountjoy, Seddon, Thomas More, Willoughby) - Survey & refurbish named lower rise block lifts as required.	£4.3m
5	Door Entry Systems (All Blocks exc Mews Blocks) - Survey & renew call panels, handsets as required	£1.7m
6	Building Management Systems (All Blocks) - Survey & renew existing BMS as required.	£1.6m

New Projects – Year's 1-5 – Building Fabric

7	Concrete Repairs to Vent Stacks (Podium) – Patch repair of spalling concrete	£120k
8	Flat Roof Replacement (Ben Jonson, Breton, Bunyan, Cromwell, Defoe, Gilbert, Lauderdale, Shakespeare, Thomas More) - Survey & renew existing flat roof areas as required.	£300k
9	Internal Flooring/Carpeting (Ben Jonson, Bunyan, Cromwell, Frobisher, Gilbert, Lauderdale, Mountjoy, Seddon, Shakespeare, Willoughby) - Survey & renew existing flooring as required. Replacements subject to leaseholder consultations/preference.	£210k
10	Cyclical Redecoration 2026 & 2027 (Internal: Bryer, John Trundle. External: Lambert Jones, Mountjoy, Speed, Defoe, Seddon, Postern, Thomas More) - Cyclical redecoration of	£700k

	previously painted/varnished surfaces, full scope subject to leaseholder consultations.	
11	Cyclical Redecoration 2030 (External: Ben Jonson, Breton, Bryer, Bunyan, Cromwell, John Trundle) - Cyclical redecoration of previously painted/varnished surfaces, full scope subject to leaseholder consultations.	£910k
12	Playground Refurbishments (Thomas More & Speed play areas) - Survey & renew play equipment, flooring, matting as required	£50k

Once the programme commences, progress on each project, slippage and any cost variance will be reported to Members via a regular Major Works Progress Report.

Key Data

7. The estimated cost of the new projects detailed in years 1-5 of the new programme is £29.45m. Of this, it is anticipated that £26.43m could be potentially recovered from leaseholders. These are low confidence estimates that will be improved during the survey phase of each project.

Corporate & Strategic Implications

Strategic implications

8. The proposed programme of works will provide secure, well-maintained buildings, preserving a heritage asset, and protecting and enhancing value for the City and its leaseholders.

Financial implications

9. The Savills data gives a valuable indication of where/when aging components should be looked at but does not provide the final word on what to renew or how to do it. Within the estimated costs Savills have provided there are components where we have high confidence in the scope of works required and the cost to complete them, lift refurbishment for example where the age and condition of the existing equipment is known as are the costs of replacement, and those where we have low confidence such as those concerning the Estate's electrical infrastructure where components, although operating beyond their expected lifecycles, may well still be serviceable for the short-medium term. Specialist survey at the early stages of projects to provide recommended, costed options may significantly impact current estimates.
10. Furthermore, the Savills data costs for like-for-like replacement of existing components. Any move to modernise or 'improve' a given component has not been costed for. Works deemed to be 'improvements' may not be recoverable from leaseholders; they will thus be reliant on securing central funding which may or may not be available. This could have a significant bearing on what can or cannot be achieved over a given period of time.
11. The cost data provided covers the repair/replacement of generic/standard items only. Any non-standard or heritage sensitive items will come at a premium. The Barbican

Estate's listed status and many unique fittings can be expected to have a significant impact on programme costs.

12. The cost data provided is at 2021 prices with no allowance for inflation or for any professional fees or staff costs.

Resource implications

13. A review is required to ensure that adequate internal resource is in place to deliver the scale of the works proposed. Recruitment to project management roles is currently challenging with the financial remuneration on offer in local authorities out of step with the private sector.

Legal implications

14. All proposed works and procurements where costs can be recovered from leaseholders will need to be compliant with the processes laid out under Section 20 of the Landlord & Tenant Act 1985. Existing Barbican Estate residential leases contain no improvement clauses and allow for recovery of costs for repair or like-for-like replacement subject to statutory legislation or regulation changes.

Risk implications

(a) Cost Risk

15. There is significant uncertainty surrounding the accuracy of the estimated costs at this stage of programme development. As previously stated, Savills have costed for like-for-like replacement of components with costs drawn from a generic industry price list and have assumed that aging components will require wholesale replacement. On one hand, the replacement of non-standard items that satisfy heritage constraints will likely come at a cost premium, on the other hand, not all items marked for renewal by Savills may need to be replaced at this time. The early stages of each large project would entail commissioning a detailed, expert condition survey providing recommendations and costed options for consultation and approval. As stated, the cost data provided is at 2021 prices with no allowance for inflation or for any professional fees or staff costs. The wider economic situation remains turbulent with inflationary pressures persisting. Sufficient allowance with each projects budget should be factored in to mitigate further economic uncertainty.

(b) Organisational Risk

16. The City's project governance processes have been under review with changes to the existing Gateway and project procedures expected to be launched in the coming months. Revised processes would ideally be in place and bedded in prior to commencement of the programme to allow for consistent governance and stakeholder engagement in line with new best practice from the outset. Despite these forthcoming changes, the value of many of the new projects proposed is still expected to require a full engagement with all stages of the City's Gateway process however reconfigured. As Barbican Residential Committees only meet quarterly, the opportunities for securing

Committee approval remain limited and will likely impact project planning and delivery timescales.

Exclusions

17. During the stock condition survey, Savills recommended the Underfloor Heating System for replacement due to the age of the system. The Barbican Estate Resident Engineers regard the current system as maintainable with only limited works required to upgrade the metering system. The Underfloor Heating Working Party continue to monitor the current system; any future works they recommend could be added to this, or later programmes, at their request.
18. The long-term future of the Garchey system is under review with works to the existing components excluded from this programme at present. As above, any future works recommended could be added to this, or later, programmes as required.

Equalities implications

19. None

Climate implications

20. The data provided by Savills does not include any energy efficiency/net zero initiatives and is therefore yet to be costed in to estimates. The Major Works team is working closely with colleagues in the Climate Action Strategy team to identify opportunities to incorporate net zero initiatives and to secure any available external funding to support their delivery. Energy efficiency measures may not be recoverable from long leaseholders and could very be reliant on securing central or external funding to realise.

Security implications

21. None

Conclusion

22. After 50 plus years of operation, a significant body of work has been identified to ensure that the Barbican Estate remains a well-maintained place to live, visit and work for the foreseeable future. Underpinned by the outcomes of the Savills stock condition survey, this report outlines the projects proposed for the first five years of the Major Works Asset Management Programme. Each project identified will be subject to further survey to refine scope and cost, identify options, undergo stakeholder consultation and will be progressed as per the City's project procedures and brought to Committee for oversight and approval as required.

Appendices

Appendix 1 – Years 1-5 Programme

Appendix 2 – Future Programme

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Committees: Barbican Estate Residents Consultation Committee - <i>for information</i> Barbican Residential Committee - <i>for information</i>	Dates: 04 September 2023 11 September 2023
Subject: Barbican Estate Window Repairs/Replacement Report Unique Project Identifier: TBC	Information Report
Report of: Director of Community & Children's Services Report Author: Jason Hayes, Head of Major Works	For Information
<h1 style="margin: 0;">PUBLIC</h1>	

1. Status update	<p>Project Description: This report provides an update on the windows surveys and condition reports. It provides the next steps to completing the necessary repair or replacement of the windows identified in the surveys.</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (excluding risk): TBC</p> <p>Spend to Date: £0</p> <p>Costed Risk Provision Utilised: N/A</p>
2. Key points to note	<p>Key Points:</p> <ol style="list-style-type: none"> 1. Surveys of the windows for the affected blocks have been completed and will be shared with residents of the Barbican Estate. A SharePoint link will be provided for electronic access and hard copies can be made available upon request. 2. Two windows have been identified as requiring immediate replacement.

	<p>3. Seven windows have been identified as requiring urgent replacement via a mini-tender.</p> <p>4. Thirty windows have been identified as requiring less urgent repairs/ replacement.</p>
3. Reporting period	August 2023 – On-going
4. Progress to date	<p>5. Window surveys were commissioned in November 2022 and following Officer scrutiny and feedback, are now available for leaseholders of the Barbican Estate to view.</p> <p>6. Officers in the Major Works team received the reports on 31st July. A programme will now be formulated in accordance with the statutory and mandatory processes required prior to work being completed. This will be shared with Members of the RCC and BRC as well as those in the Asset Maintenance Working Party.</p> <p>7. Work to two windows in two blocks have been deemed as requiring urgent attention and cannot wait to run through a procurement or gateway process. This will be awarded through the existing repairs contract to ensure work is completed as soon as is practically possible.</p> <p>8. Seven windows require less urgent repairs and should be tendered for replacement following a compliant section 20 process and production of the specification.</p> <p>9. A further thirty windows required repair/ replacement and are the least urgent of the repairs identified in the surveys. Many more windows will require various size repairs completed. These repairs are captured within the surveys.</p> <p>10. As part of the larger element of works, a schedule of rates will be developed in order to facilitate work identified in the future and ensure value for money, avoiding one-off procured works. The length of this contract period is yet to be decided.</p> <p>Statutory Processes</p> <p>11. There are a number of processes that need to be followed in order to ensure correct governance and compliancy. The City of London Corporation has its own governance procedure in the form of a gateway process. This allows corporate control with proper oversight by Members and Committees with approvals, and progress, approved as the project develops. The process has recently been reviewed and changes expected over the</p>

	<p>coming months. These changes may affect the timeline for the delivery of the work. It is not possible to anticipate or estimate the positive or negative impact these changes may have until widely communicated by the City's programme officers.</p> <p>12. Statutory consultations are required in order to ensure compliancy with the section 20 for recovery of repairs as per leases. This is generally 35 days pre and post tender with a letter sent out for observations from leaseholders of the block affected. It should be noted that a longer contract of over 12 months becomes a Long Term Qualifying Agreement (LTQA) and requires extra consultation. If a longer contract facilitating repairs is implemented under an schedule of rates, then the LTQA will apply.</p> <p>Mitigating Actions</p> <p>13. Consideration within the longer contract should be on cyclical/ servicing works that would enhance the current repairs process and allow a greater protection of components within the assets and help extend the life of those components.</p> <p>14. The tender process will need to consider competent contractors experienced working on heritage assets and windows of this age and design.</p>
<p>5. Next steps (Urgent Repairs only)</p>	<ul style="list-style-type: none"> • Complete the most urgent repairs (two windows). (by December 2023) • Start work on the specification and tender for the seven remaining urgent windows. Pre-tender section 20 process has been completed. (September 2023) • Produce Gateway 1-4 report for approval through urgency once approved by Corporate Projects Board. (September/ October 2023) • Identify and ensure resource is in place to deliver. (September/ October 2023) • Tender work. (November 2023) • Post-tender section 20. (January 2024) • Gateway 5 report for approval. (February 2024) • Works start on site. (March/ April 2024) • Gateway 6. (October 2024)

Appendices

Appendix	None
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Contact

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Committee(s): Residents Consultation Committee – For comment Barbican Residential Committee – For decision	Dated: 05 June 2023 19 June 2023
Subject: Window Cleaning Contract	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 11 and 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	Y/N
Report of: Judith Finlay, Executive Director of Community and Children's Services	For Decision
Report author: Rosalind Ugwu, Interim Head of Barbican Estate	

Summary

This report advises members on the outcome of the process to select a new service provider for the provision of window cleaning contract across the Barbican Residential Estate.

The contract would be for an initial six-year period with an early termination for convenience after three years. It is intended the contract would start in August 2023 subject to Barbican Residential Committee (BRC) approval and a 35-day consultation period prior to issue of contract.

Recommendation(s)

The BRC is asked to endorse the following recommendations:

1. That the tender submitted by All Clean London in the sum of £1,503,110 over six years be accepted and that they provide the window cleaning services for the Barbican Estate on an initial six-year period with an early termination for convenience after three years.
2. That the Comptroller and City Solicitor be instructed to draw up the contract with All Clean London subject to the leasehold consultation process and the 10-day mandatory standstill period referred to in this report having expired.

3. The current contract with Parkers is extended for a further month to allow for an estimated contract start date of 1 August 2023 and an adequate mobilisation period with All Clean London

Main Report

Background

4. The window cleaning for the Barbican Estate is currently contracted to W Parkers & Sons on a contract which began on 20 October 2016 and continued three extensions which expired on 31 March 2023
5. The Procurement Strategy considered two options, an undertaking procurement exercise for a new contract or continuation of existing contract. The route to market options considered either a one stage procurement (FTS (Find a Tender Service) – PCR 2015) or restricted procedure. The process involved an analysis of the advantages and disadvantages of these options and concluded the one stage procurement process was the most appropriate.
6. Tenders were invited for the six-year period 2023-2029, with early termination for convenience after three years. The City received eleven bids in response to the contract notices (advertisement) entered via the FTS (no longer the official journal of the EU) and Contracts Finder.
7. Following the tender evaluation ten of the eleven companies were judged to have met the City's minimum requirements set out in the qualification stage of the tender. The ten bidders that passed the P&T Criterion are as follows: -
 - ABM UK
 - All Clean London
 - BPM Cleaning and Maintenance Services Ltd
 - ECSS (Enterprise Cleaning & Support Services)
 - Majestic Cleaning Ltd
 - New Concept general Cleaning Company
 - NSS Group
 - Principle Cleaning Services Limited
 - Ryemead Commercial Cleaning Limited
 - W Parker & Son (Croydon) Limited
8. The bidders were evaluated against both professional & technical ability to identify who had sufficient qualitative experience and expertise to undertake the contract. The criteria are as follows:

Technical Criteria	Weighting
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Professional & Technical Ability	Pass/Fail
Quality Assurance	8%
Supervision & Management	8%
Staff & Training	6%
Programming	4%
Contract & Communication	9%
Responsible Procurement	15%
Total	50%
Commercial Criteria (Price 50%)	Weighting
Pricing Schedule	50%
Schedule of Rates	For Info

A more detailed summary of the procurement process can be found at Appendix 1

Current Position

9. The current supplier is 'W Parker & Sons' and the supplier we are proposing to award is 'All Clean London.' A mobilisation period will need to be programmed including adherence to TUPE requirements. The process will begin once Parkers have been given notice and the mandatory 10-day standstill has expired.
10. The tender submissions included a rigorous set of specification requirements attached at Appendix 2 and provides an enhancement in the contract management criteria and KPI (Key Performance Indicators) requirements.
11. The tenders received were evaluated by a panel of officers:
 1. Rosalind Ugwu – Interim Head of Barbican Estate
 2. Barry Ashton – Estate Services Manager
 3. Kristina Jackson – Sustainable Supply Chain Manager (Main evaluator for the Responsible procurement and social value questions)
12. The moderation session for technical responses was conducted on the 18 April 2023, and was chaired by an independent moderator from the City of London Procurement Team.
13. The current contract with W Parker and Sons was entered into on 20 October 2016 and has been subject to three extensions and a further extension of 3 months from 1 April to 30 June 2023 to accommodate the procurement timeline.
14. The delay in the retendering process, due to staff turnover, meant that resident involvement was not feasible although individual resident feedback and section 20 responses have been considered throughout the procurement process

15. The recommended tender is from All Clean London in the sum of £232,377 per annum. An increase of 18% on the current contract at £189,454 per annum
16. The -three month extension on the current contract saw an increase of 16%, with an increase on the monthly fee from £15,787 to £18,750.00 (negotiated down from the initial quotation of £19251.04 at 2.5%) per calendar month.
17. A --block-by-block comparison of window cleaning costs for the core service under the current and proposed arrangements is provided at Appendix 3.
18. During the process, the Chamberlain and the Comptroller & City Solicitor have been consulted.

Options

19. The recommendation took into consideration the following two options with regards to the winning tender submitted by All Clean London:
 - a. That the tender submitted by All Clean London in the sum of £1,503,110 over six years be accepted and that they provide the window cleaning services for the Barbican Estate on an initial six-year period, with an early termination for convenience after three years;
 - b. That the tender submitted by All Clean London in the sum of £1,503,110 over six years is not accepted pending the submission of additional information.
20. There are two options for an adequate mobilisation of the new contractor:
 - a. The current extended contract with W Parkers & Sons is extended for a further month to allow for an estimated contract start date of 1 August 2023;
 - b. The Parkers contract expires on 30 June 2023, with a 1-month suspension in window cleaning services to residents.

Proposals

21. That the tender submitted by All Clean London in the sum of £1,503,110 over six years be accepted and that they provide the window cleaning services for the Barbican Estate on an initial six-year period with an early termination for convenience

22. All Clean London providing the highest score for the award criteria and the lowest price.

Key Data

23. The table below provides the total scores against the predetermined award criteria with All Clean London achieving the highest score across all four award criteria:

AWARD CRITERIA	BIDDERS									
	ABM UK	All Clean Services	BPM Cleaning and Maintenance Services Ltd	ECSS (Enterprise Cleaning & Support Services)	Majestic Cleaning Ltd	New Concept General Cleaning	NSS Group	Principle Cleaning Services	Ryemead Commercial Cleaning	W Parker & Sons
Commercial 50%	34.18	50.00	29.63	48.26	39.17	38.01	38.01	47.14	39.17	42.98
Technical 35%	35.00	35.00	30.40	31.80	23.00	32.40	25.40	30.00	21.80	32.40
RP/SV 15%	10.00	13.00	4.00	13.00	9.00	5.00	9.00	11.00	8.00	11.00
Total Weighted Score:	69.18	85.00	60.03	80.06	62.17	70.41	63.41	77.14	60.97	75.38
Order of Tenders:	6	1	10	2	8	5	7	3	9	4

24. The table below provides details of the six-year costs from each supplier, with an average commercial bid across all 10 suppliers for a six-year contract is £1,834,976. All Clean London proving the lowest price:

Commercial Summary										
Price Element / Item: Total Overall Price										
	BIDDERS									
	All Clean Services	BPM Cleaning and Maintenance Services Ltd	W Parker & Sons	ABM UK	ECSS (Enterprise Cleaning & Support Services)	Majestic Cleaning Ltd	New Concept General Cleaning Company	Ryemead Commercial Cleaning Limited	Principle Cleaning Services	NSS Group
Price	£1,503,110.07	£2,536,764.20	£1,748,495.84	£2,198,814.53	£1,557,160.62	£1,782,009.80	£1,532,907.00	£1,918,637.83	£1,594,381.11	£1,977,488.77
Average	£1,834,976.98									
Lowest Price	£1,503,110.07									
Highest Price	£2,536,764.20									
Difference from Lowest Price	0.00%	68.77%	16.33%	46.28%	3.60%	18.55%	1.98%	27.64%	6.07%	31.56%
Weighted Score	50.00	29.63	42.98	34.18	48.26	42.17	49.03	39.17	47.14	38.01

25. A block-by-block comparison of window cleaning costs for the core service under the current and proposed arrangements is provided at Appendix A.

Corporate & Strategic Implications

Strategic implications – None

Financial implications -

26. The tender submitted by All Clean London provided the following breakdown of costs per year.

Year 1	£232,377.06
Year 2	£239,348.37
Year 3	£246,528.82
Year 4	£253,924.69
Year 5	£261,542.43
Year 6	£269,388.70

The original Barbican Estate Office 2023/24 budget included a provision of £199,000 for the window cleaning contract. The tender submitted by All Clean is 16.75% higher than the original budget. The majority of the cost is charged to the Service Charge Account, and approximately 97% is recoverable from long leaseholders.

Resource implications -None

Legal implications -

Legal Services will oversee the section 20 and TUPE procedures:
Under the consultation provisions of the Landlord and Tenant Act 1985 (amended by the Commonhold and Leasehold Reform Act 2002), the City must consult twice with all its long lessees – prior to going out to tender and then once the tender exercise has been completed. Each consultation lasts 30 days. The initial consultation was carried out 8 December 2022 to 12 January 2023 and elicited 10 queries. The second consultation will take place prior to the 10-day mandatory standstill period and subject to the recommendations of this Report being approved by BRC on 19th June 2023.

The placing of the contract will have implications under the Transfer of Undertakings (Protection of Employment) Regulations 2006. It is understood that the appropriate discussions will take place between the current contractor and the new service provider.

Once the section 20 process has been completed the Project Team will manage the following processes:

The Public Contracts Regulations 2006 provide for a mandatory cooling off period of ten days to be introduced before any contract which is caught by the full regime of the Regulations can be formally awarded. The mandatory cooling off period enables

anyone who was unsuccessful to challenge a Contracting Authority's decision to award a contract.

The introduction of the mandatory cooling off period for this contract will require letters being sent to all the unsuccessful tenderers and any unsuccessful economic operator who expressed an interest in tendering for the contract setting out the following: -

The criteria for award of the contract.

The name of the winning Tenderer and its score.

The score of the unsuccessful Tenderer/economic operator.

At the same time, a letter can be sent to the successful Tenderer confirming that its tender has been accepted subject to there being no challenge to the contract award following the introduction of the mandatory cooling off period. The likelihood of any challenge cannot be known at this stage.

In accordance with the Regulations, feedback has been provided where requested to those economic operators who were not selected to tender for the contract. The City as a Contracting Authority as defined by the Regulations must provide feedback to any economic operator who was unsuccessful.

Risk implications – None

Equalities implications – To ensure our compliance with the public sector Equality Duty 2010 an Equality Impact Assessment was carried out on 26/05/2023 and no impact on the protected characteristics was identified

Climate implications – The tender process required comprehensive responses and commitments within the Responsible procurement and social value criteria. All Clean London's submission is available on request.

Security implications - None

Conclusion

A panel made up of officers has undertaken a rigorous process based on quality and price and recommends that All Clean London are awarded the contract to provide window cleaning services for the Barbican Estate.

The new contract provides a robust contract management framework to improve service standards and a suite of KPIs (Key Performance Indicators) to monitor performance and provide regular reports to residents

Appendices

Appendix 1 – PT8: Tender Award Report
Appendix 2 – Specification of requirements
Appendix 3 – Block by block cost comparison

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Department of Community and Children's Services
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Contract Manager:
Barry Ashton, Estate Services Manager
Department of Community and Children's Services
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Appendix 1

PT8 - Tender Award Report

This document is used to summarise the procurement process



Report Title	Barbican Estate Window Cleaning Contract
Report Author	Tracey Orekoya
Report Date	03/05/2021
Procurement Reference	Itt_COL_16692

High Level Summary

Key Area	Outcome
Purpose of Report	Authorisation to Award tender
Tender Process	One Stage Open Procurement (PCR 2015)
Proposed Provider	All Clean Services
Cost (Inc. VAT)	£1,503,110 over 6 years
Potential Risks	<p>There are no potential risks in relation to awarding this contract, however they is a 35-day consultation period that needs to be completed before the stand-still letters can be issued out to the bidders. The incumbent supplier is currently W Parker & Sons and the supplier that we are proposing to award to is "All Clean Services". The current contract with W Parker & Sons has been extended until the 30th of June 2023. A mobilisation period will commence once the 10- day stand period is over and they are no challenges from any of the bidders.</p> <p>During the Mobilisation period, TUPE will be co-ordinated by the incumbent and the new incoming supplier. The contract manager for this will ensure that there is a smooth transition and mobilisation from the incumbent to the new supplier.</p>

Detailed Summary

1. Summary Details of what needs to be approved and a list of key areas covered by the report This report requests the approval to award the contract to All Clean Services
2. Recommendations Details of who the contract is to be awarded to, proposed contract term, extensions and other relevant details City Procurement undertook a One Stage Procurement (PCR 2015) tender process, the City received eleven (11) bids. Upon concluding the tender evaluation and moderation of the Barbican Estate Window Cleaning Services and the Technical responses, the recommendation is to award the Contract to All Clean Services.
3. Current Service Provision Details of current supplier, contract arrangements, expiry dates and potential exit issues. Currently, the City has a contract with W Parker and Sons. A 35-day notice of proposal which is a 35- day consultation period with the city of London residents is being observed. Once this has been completed, the stand -still letters will be issued to the bidders.
4. Evaluation Summary

Overview of the tender process including SQ and ITT outcomes; evaluation criteria and weighting, evaluation outcomes including overview of the top 3 ranked suppliers.

Following the tender evaluation, 11 bids were received but 10 bidders passed the minimum requirements set out in the Qualification stage of the tender. They were evaluated against the pre-determined award criteria, then scored against the qualitative elements and then the Commercial aspects.

The total scores against the pre-determined award criteria are set out below against the Technical and Commercial elements: -

AWARD CRITERIA	BIDDERS									
	ABM UK	All Clean Services	BPM Cleaning and Maintenance Services Ltd	ECSS (Enterprise Cleaning & Support Services)	Majestic Cleaning Ltd	New Concept General Cleaning	NSS Group	Principle Cleaning Services	Ryemead Commercial Cleaning	W Parker & Sons
Commercial 50%	34.18	50.00	29.63	48.26	39.17	38.01	38.01	47.14	39.17	42.98
Technical 35%	35.00	35.00	30.40	31.80	23.00	32.40	25.40	30.00	21.80	32.40
RP/SV 15%	10.00	13.00	4.00	13.00	9.00	5.00	9.00	11.00	8.00	11.00
Total Weighted Score:	69.18	85.00	60.03	80.06	62.17	70.41	63.41	77.14	60.97	75.38
Order of Tenders:	6	1	10	2	8	5	7	3	9	4

In total, there were three evaluators involved in the Barbican Estate Window Cleaning Tender evaluation, Rosalind Ugwu, (Interim Head of Barbican Residential Estate), Barry Ashton (Estate Services Manager) who assessed the tenders, evaluating the Qualification Minimum Requirements & Technical responses. Kristina Jackson was the main evaluator for the Responsible procurement/ social value questions. However, the social value questions were also evaluated by Rosalind Ugwu and Barry Ashton.

The Moderation session for the Technical Responses was carried out on the 18th April 2023, the Moderation session was chaired by an independent moderator (a procurement and contracts manager based at City of London Procurement). She was present and ensured the moderation session went smoothly.

4.2 – Tender Results

Rank 1 – All Clean Services

Rank 2 –ECSS (Enterprise Cleaning & Support Services)

Rank 3 – Principle Cleaning Services

Rank 4 –W Parker & Sons

Rank 5 – New Concept General Cleaning Company

Rank 6 – ABM UK

Rank 7 – NSS Group

Rank 8 – Majestic Cleaning Ltd

Rank 9 – Ryemead Commercial Cleaning

Rank 10 -BPM Cleaning and Maintenance Services Ltd

5. Savings, efficiencies and benefits

Pricing overview, including cost type (fixed cost, schedule of rates etc) and cashable and non-cashable savings achieved.

The baseline figure for this tender was £1,421,289.00 as stated in the PT3 form. The average commercial bid across all the 10 suppliers for a 6-year contract is (£1,834,976). The winning bidder's final cost is £1,503,110.

Details of the 6-year costs from each supplier is detailed in the table below.

Commercial Summary										
Price Element / Item: Total Overall Price										
BIDDERS										
	All Clean Services	BPM Cleaning and Maintenance Services Ltd	W Parker & Sons	ABM UK	ECSS (Enterprise Cleaning & Support Services)	Majestic Cleaning Ltd	New Concept General Cleaning Company	Ryemead Commercial Cleaning Limited	Principle Cleaning Services	NSS Group
Price	£1,503,110.07	£2,536,764.20	£1,748,495.84	£2,198,814.53	£1,557,160.62	£1,782,009.80	£1,532,907.00	£1,918,637.83	£1,594,381.11	£1,977,488.77
Average	£1,834,976.98									
Lowest Price	£1,503,110.07									
Highest Price	£2,536,764.20									
Difference from Lowest Price	0.00%	68.77%	16.33%	46.28%	3.60%	18.55%	1.98%	27.64%	6.07%	31.56%
Weighted Score	50.00	29.63	42.98	34.18	48.26	42.17	49.03	39.17	47.14	38.01

6. Lessons Learnt

The tender process for this project was relatively straight forward and no particular issues was noted during the tender process.

No post tender clarifications were raised during the moderation sessions and the evaluators were satisfied with the results of the tender process.

7. Contract Management Plan

Details of the person's managing the contract covering roles and responsibilities of individual staff.

Jack Doherty and & Barry Ashton will be the contract managers for this contract.

8. Responsible Procurement

Details of responsible procurement to be delivered by the contractor, and explain which of the RP Commitments will be included in the contract

The winning bidder called "All Clean Services" have signed up to the 5 commitments which they have stated within their bid. They are listed below:

Commitment 1

- Targeted work placements - Create two four-week work placement opportunities for students over the first two years of this contract.
- Traineeships, Recruitment opportunities - Offer one 12-month traineeship opportunity for Year 1 and Year 2 of the contract respectively.

Commitment 2

- Deliver six one-hour skills workshops to NEETs.
- Commit sixteen people hours to mentor NEETs

In order to maximise the value of the community initiatives, All clean Services will meet monthly with CoL representatives to track their annual progress in achieving community commitments, e.g. via a record of employee volunteering hours.

Commitment 3

- Take part in or host an industry event to promote diversity and inclusion in the sector aimed at promoting under-represented groups.

- Host an industry event on International Women’s Day in 2024 and each consecutive Women’s Day thereafter.

All developments regarding the organisation will be communicated to CoL directly via monthly review meetings, accompanied by a comprehensive summative report post-event, which will include:

- Social media engagement in terms of impressions and shares
- Number of enquiries via information listed on the flyer.
- Number of attendees and registrations
- Attendee demographics
- A summary of the highlights
- Feedback received.

Commitment 4

- Trial a new social enterprise or diverse-owned enterprise that you have not used before for one of your business services e.g., event catering, print, design, digital marketing, IT reclamation.

All Clean services will support two social enterprises and diverse-owned enterprises by trialling a business for one of our services like print design and digital marketing, via:

- Forming an initial connection and working collaboratively with representatives from London CDA through initial and six-monthly meetings – to share forthcoming opportunities for work with local community businesses and VCSEs. Additionally, we will utilise noticeboards on the premises to advertise future requirements that can be offered to organisations supporting individuals into work, such as digital marketing, signage or print design.

Commitment 5:

- As part of a workshop, All clean services will present a report and Q&A session on an area of progress that that the City Corporation has a commitment to improve e.g., pay parity and representation, climate action, responsible investment etc.

In line with CoL’s commitment to achieving net zero across their supply chains by 2040 and supporting the achievement of net zero for the Square Mile by 2040, we are working towards carbon neutrality by 2030.

To support this initiative, Amy will organise an annual industry event within the first six months contract award at a nearby venue in central London (i.e. Bedford House Community Centre), inviting our corporate partners, such as M&M Window Cleaning and Eco Window Cleaning London, to participate in a discussion on how to offset carbon and combat climate change.

9. Approval Sign Off	
Department project lead	
Name	Barry Ashton
Position	Estate Services Manager
Date approved	12/05/2023
Comments	
Commercial Service	

Name	Kayleigh Salisbury
Position	Commercial Lead
Date approved	12/05/23

9. Appendices Final evaluation score summary, savings certificate, etc No Appendices required.
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Appendix 2

City of London Housing Window Cleaning

Specification of Requirements

1. Window Cleaning

1.1 The Contractor shall provide a comprehensive Window Cleaning Service throughout the Barbican Estate delivered in a safe and efficient manner. The window cleaning function will seek to minimise degradation, enhance asset life cycle, and ensure the Barbican Estate high standards and image are maintained. The Contractor is required to provide a high-quality service as defined within the scope of this specification. The standard of cleaning as specified is to be evident at the agreed time of monitoring. The Contractor must assist the City meet its ambitious Climate Action Strategy by reducing environmental impacts during delivery of this service.

1.2 The Contractor shall also undertake window cleaning activities in specialist/unique areas as directed by The Barbican Estate Office. The Contractor shall be responsible for supervising and monitoring the provision of the Services to ensure windows are cleaned to a high quality. This is in addition to the audits undertaken in conjunction with The Barbican Estate Office.

1.3 The Specification for Window Cleaning consists of the following documents:

- Service & Pricing document
- Specification Appendices – Site Maps (multiple files that include the name of the site in the file name)

1.4 The Barbican Estate premises and assets are grouped accordingly and listed in the 'Service & Pricing' document.

The diversity of property owned and managed by the City of London includes the Barbican Residential Estates for which window cleaning services are required. The Contractor is to be aware of access, logistic, operational, safety and sensitivity issues associated with window cleaning, the latter of which particularly pertains to working on and in close proximity to. The City reserves the right to add and remove properties over the life of the contract.

2. Window Cleaning Standards to all Glazing and Framework

2.1 These Standards shall apply to all glazing within the Specification Area and will be used to measure Contractor performance in providing the Service. The following Standards are those which are expected to be produced upon the immediate completion of window cleaning by the Contractor.

2.2 The Contractor shall clean internal and external glazing as listed within the specification, internally and externally. The Site Pack provides information in relation to window cleaning for individual premises and the following cleaning standard shall be applied:

2.2.1 All floors, furniture, resident's property, and fittings are to be adequately protected before the commencement of work.

2.2.3 The Contractor shall leave glazing clean, dry, and free from smears. There must be no evidence of run marks, Verdigris, stains or finger marks on glass, window ledges, sills, paintwork, or surrounds.

2.2.4 Adjacent surfaces, including sills, mullions, frames, and structural parts associated with the glass, shall also be left free from liquid spillage, smears, and cleaning marks.

2.2.5 For all areas of internal glazing surface, the Contractor shall wash clean, and wipe away any residue water on the frames. This includes glazing for windows and doors and the wiping down of the residue water on the timber and metal frames and sills of the windows and doors.

2.2.6 All glazing and framework should be free of dust, dirt, marks, smears, bird droppings.

2.2.7 No streaks, cloth marks or excess water residue left on metal /wood framing members.

2.2.8 No build up or accumulation of dust etc. in corners.

2.2.9 All windows are to be clean and gleaming.

2.2.10 Removal of permanent marks, graffiti, scuffs, stains etc. should only be attempted by use of proprietary materials and normal cleaning operations. If after attempting removal, the Contractor finds that they have been unsuccessful any such blemishes should then be treated as defects and reported to the Area Estate Services Manager.

2.3 Glazing in Resident / Tenant Areas

For all areas of glazing where the internal surface is within the resident's or tenant's accommodation, the Contractor shall wash clean, and wipe dry the outside surface only of the glazing and wipe away any residue water on the frames. This includes glazing for windows and doors and the wiping down of the residue water on the timber and metal frames and sills of the windows and doors.

2.4 Glazing in Communal Areas

As listed within the Site Pack, the Contractor shall wash clean and wipe the glazing and residue water of the frames. The Contractor shall note that the glazing in communal areas includes all glazed balustrading (including rims and edges) both to internal staircases and external walkways. This includes cleaning to glazing for windows, doors, privacy screens (including rims and edges), balcony balustrading, communal balustrading, and the wiping down of residue water on the timber and metal frames and sills of the windows, doors, privacy screens, balcony balustrading and communal balustrading (accessible glazing only as residents are asked to leave their privacy screens and balcony glass balustrading accessible for the window cleaners to enable the glazing to be cleaned without moving personal property).

3. Cleaning Access Equipment

3.1 The Contractor must ensure that they satisfy themselves as to the proper working order of any cleaning access equipment. Where such equipment is not provided by the Customer or available on site the Contractor shall provide the specialist access equipment. The cost of providing such access equipment shall be borne by the Contractor.

4. Condition and Defect Reporting

4.1 The contractor is required to submit a condition report on windows to repair as identified following window cleaning. This is to include:

4.1.1 Essential - Health & Safety requirement- immediate repair/ replacement essential

4.1.2 Desirable - Decorative require repaint etc.

4.2 The Contractor is also required to report on:

4.2.1 High level access to report on other aspects of Building repair such as Guttering repair/ cleanse

4.2.2 Pigeon/ rodent infestations.

4.2.3 Application of Bomb Blast films or removal Cleaning Products.

4.3 The Contractor shall notify the Area Estate Services Manager without delay upon discovery of any defective parts of the building or lighting which have the potential of putting the Health and Safety of occupiers, visitors, and the Contractors at risk, for example, faulty or untested eyebolts, broken windows, inaccessible balconies, and birds nesting on balconies.

5. Staffing

5.1 The Contractor shall adhere to the following standards regarding staffing matters:

5.1.1 That they utilise competent operatives with rights to work in the UK and provide to the Area Estate Services Manager relevant details (staff numbers, experience, skills etc.). Any change and new members of staff must be notified to the Area Estate Services Manager on their start date with their names and an official form of identification

5.1.2 Provision of a competent supervisor on site during the hours of work

5.1.3 The supervisor will be responsible for the signing out and returning of keys, the monitoring of quality standards, adherence to the Schedule of Works and that the notices are displayed. The supervisor will also be responsible for:

5.1.4 Maintaining the highest standards of courtesy towards residents, City of London staff and the public

5.1.5 The use of appropriate protective clothing for operatives where required and that an identifiable uniform be worn at all times within the Specification Area. This must include a sealed photograph provided by the Contractor displayed so as to be visible to a resident, City of London employee or City of London Police. For all other asset groups, the Contractor is required to provide suitable equivalent identification that must also be visibly displayed.

5.1.6 That staff comply with all relevant provisions of the Specification, all relevant policies, rules, and procedures of the City of London including those relating to Confidentially, Health and Safety issues and Equal Opportunities

5.1.7 That the Contractor shall be liable for any damage caused by their staff to residents' tenants or City of London property

5.1.8 The Contractor is expected to ensure an inclusive, tolerant, and professional working environment for its own employees and any workers through sub-contractors. Contractors should reflect the City's Whistleblowing Policy in their own working practices and must have an effective system in place to deal with bullying and harassment, linked to protected characteristics or otherwise, involving contractor staff, workers, or subcontractors.

5.1.9 The Contractor must pay all staff, contractors or other persons working for the Contractor the Living Wage, in accordance with the Living Wage Foundation rates, as a minimum. The annual uplift announced each November must be applied at the next payment run. All work sheets should be signed off by a member of the City of London Corporation or its representative and the contractor should not approach residents or tenants directly.

6. AD-HOC Services

6.1 The Area Estate Services Manager may from time-to-time order or authorize additional works, which must be acknowledged in writing by the Contractor.

6.2 All additional works shall be completed by the time specified in the relevant instruction.

6.3 The nature of work, time, and date of receipt of all requests for additional works should be logged and submitted when invoicing. Payment will not be made for unauthorised works or works not supported by written confirmation.

7. Statutory Requirements

The Contractor must ensure that any work carried out over public walkways and the public highway will be in accordance with the regulations and recommendations for work in these areas as administered by the City of London and the Police or the relevant public bodies if outside of the City of London.

8. Environmental and Climate Action Strategy

8.1 The Contractor shall ensure that in performing the Service they will use working methods, equipment, materials, and consumables which minimise environmental damage. The Contractor will notify the Area Estate Services Manager of all cleaning substances used and any changes to these substances.

8.2 The City of London Corporation has adopted a Climate Action Strategy which sets out how we will achieve net zero carbon, build climate resilience and champion sustainable growth, both in the UK and globally, over the next two decades.

By adopting the strategy, the City Corporation has committed to climate resilience and to:

- achieving net zero carbon emissions from our own operations by 2027
- achieving net zero across our investments and supply chains by 2040
- supporting the achievement of net zero for the Square Mile by 2040

The commitment of our contractors to supporting the City's Climate Action targets is of fundamental importance and reporting will be required for all contracts. The contractor must be able to collate and provide carbon emissions data upon the City's request, however, those suppliers with prepared carbon emissions reports must provide this to the City's Climate Action team (climateaction.pgs@cityoflondon.gov.uk) as it becomes available.

Contractors need to reduce carbon emissions over the lifetime of this contract, this could be achieved, through minimising energy use, adopting circular economy principles, sustainable procurement practices etc.

8.3 Where applicable, the contractor, must help the City reduce air pollution in the Square Mile. The following requirements must be met:

- Within the Square Mile engines must be switched off when vehicles are stationary on a delivery for longer than one minute.
- Vehicles used for deliveries must meet Ultra Low Emission Zone (ULEZ) requirements.
- Select an option from the Air Quality Menu in 8.4 to be implemented within the first six months of the contract. Selection and details to be finalised with the City upon contract award however one of the following options must be chosen.

8.4 Air Quality Menu

- Set ambitious targets for the reduction of NO_x, PM₁₀ and PM_{2.5} emissions from vehicles over the life of the Contract.
- Set an ambitious target for increasing the use of zero emission vehicles over the life of the contract
- Set a target for a reduction in the no. of motorised vehicle trips that form part of the Services.
- Develop a logistics approach that avoids vehicle movements during peak congestion and pedestrian footfall times, 7am–10am, 12–2pm, 4–7pm.
- Trial a zero-emission vehicle
- Use technology that supports air quality improvement e.g., gear shift indicators, stop-start ignition, software to monitor green driving.
- Green driver training for Contractor Staff used on the Contract, offer safer urban driving courses to drivers.
- Another innovative action to support the Air Quality Strategy that the City would reasonably deem of an equivalent level of ambition.

8.5 The Contractor shall, so far as reasonably practical and relevant to the provision of the Services, conserve energy, water, and other resources, reduce water and noise pollution and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment, minimise waste and maximise use of recycled resources.

8.6 In accordance with the City Corporation's Single Use Plastics Policy, the Contractor must eliminate the use of all avoidable single use plastics as part of delivering this contract including packing and packaging. Where the use of single use plastics is unavoidable, biodegradable and/or recyclable plastics may be used until a sustainable alternative is available. The selected alternative should have the least impact on the environment. If any single use plastics remain as part of service delivery, those items must be discussed with the City Corporation's contract manager.

9. Modern Slavery

The City's [Modern Slavery Statement](#) includes the following as high risk areas:

- Domestic – entry level roles in the construction, security, waste, cleaning and laundering, food harvesting and processing, and care industries, those typically undertaken by agency, seasonal and/or migrant workers, or those without formal UK qualifications

Cleaning has been identified as an area of high risk of modern slavery in our global supply chain. The Contractor must ensure that relevant personnel are familiar with the requirements of the International Labour Organisation (ILO) Conventions and will have appropriate due diligence procedures in place to identify and mitigate the main risks of modern slavery, human trafficking, forced and bonded labour and human rights violations in its own operations and those of its supply chain. The City Corporation may require a report on compliance with these requirements. The Contractor should collate this information and make it available upon request.

10 Cleaning Products

10.1 The Contractor is required to use cleaning products that conform with at least the following environmental standards and where at all possible the best practice standards:

10.1.1 Basic environmental requirements (those already mandatory for UK Central Gov contracts under the Government Buying Standards) for all purpose. sanitary and window cleaning products:

- NO ingredients deemed of "high concern" under REACH Regs
- NO sprays using propellants
- NO paradichlorobenzene or APE content
- Clear dosing instructions
- Easily separable primary packaging
- Supplied as concentrates requiring dilution before use
- Trigger spray products must be sold as part of a refillable system (for all purpose and sanitary products).

10.1.2 Best practice for all purpose, sanitary and window cleaning products covers the above environmental requirements in addition to compliance the EU Ecolabel criteria:

Substances that must not be more than 0.01% by weight of final product in all-purpose cleaning products include:

- Those deemed of "high concern" under REACH Regs
- Those classified as Hazards or Risk-phrases in accordance with Reg (EC) No 1272/2008 or Directive 67/548/EEC, including toxic, very toxic, sensitising, mutagenic, carcinogenic substances, those causing organ damage or irreversible effects, or those harmful to aquatic organisms or hazardous to the ozone layer. Phosphorous (0.02g per litre) or biocides (unless they are non-bio accumulative or used as preservatives)
- See EU GPP criteria for further detail on restricted ingredients and verification requirements.

11. Health and Safety

The Contractor must ensure that all staff carrying out this work are aware of and comply with, the Health and Safety Executive Guidance Note GS 25 "Prevention of falls to window cleaners". Risk assessments must be carried out and a site-specific method statement must be submitted and agreed with the Estate Services Manager prior to the commencement of service.

The Contractor is to use all of the Health and Safety equipment provided for example, security eyebolts and ladder ties and reports any defects to this equipment as soon as possible to the Area Estate Services Manager.

The Contractor must sign in at the relevant car park office or the concierge at the time of arrival on site to notify the teams of attendance and collect any access fobs or keys etc and signing out at the point of completion of works, returning keys as required. Whereby offices are not accessible, the Contractor must notify attendance by other means E.g., Telephone or Email and copy in the Area Estate Services Manager.

12. Customer Care and Complaints

The Contractor shall at all times respect the wishes of residents with regard to privacy and disturbance including demonstrating a professional and customer focused attitude in behaviours and language.

The Contractor is to note that the playing of portable radios, tape recorders and the like by the Contractor's operatives is strictly prohibited. The use of mobile telephones must be limited to communication with the supervisor and or in relation to Health and Safety and communication to residents and not causing a disturbance to residents.

The Contractor is also to note that no smoking will be allowed in the Specification Area or in the approaches thereto or in communication between parts of the site.

The Contractor shall not leave cleaning equipment and materials on the balcony unattended.

The Contractor shall log all complaints within 48 hours in order to provide all necessary information to the Area Estate Services Manager for the purposes of dealing with complaints and enquiries received in relation to the Services.

13. Monitoring

The contractor will be expected to liaise with either the relevant House officers, car park attendants or lobby porters to receive a sign off on works carried out prior to leaving site.

The Area Estate Services Manager Area Estate Services Manager will carry out regular monitoring of the Service. The Contractor will provide to the Area Estate Services Manager Area Estate Services Manager a daily and weekly cleaning schedule to include signing in/signing out, works completed.

The Contractor shall, as soon as is reasonably practicable but in any event within one working day after a request, provide the Area Estate Services Manager Area Estate Services Manager with any information relating to the carrying out of the Services which the Area Estate Services Manager Area Estate Services Manager may reasonably request.

The Area Estate Services Manager reserves the right to vary the monitoring regime.

The Contractor's supervisor shall attend regularly scheduled meetings with the Area Estate Services Manager to discuss standards, performance, queries/complaints/surveys, communal glazing, adherence to the schedule, daily procedures, interface issues and equipment and any variations to the Specification.

14. Performance Monitoring

The contract will be monitored through four Key Performance Indicators (KPI) classed as primary or secondary. The KPIs are as follows:

- Contract Delivery (primary KPIs)
- Staffing (secondary KPIs)
- Health & Safety & Sustainability (primary KPIs)
- Contract Management, Communication, Social Value and Finance (Secondary KPIs)

14.1 Premises Specific & Global KPIs

KPI scores will be reported and measured separately for individual buildings as well as globally (i.e., for the contract as a whole). This will ensure that the impact of scores for any failing premises will be reflected in the overall score for the contract and persistent service delivery issues are highlighted, thereby ensuring the contractor focuses on providing excellent service to all premises.

14.2 Primary & Secondary KPIs

- a. Primary KPIs will be those indicators that are deemed critical to drive the contractor's performance and ensure service delivery is to the required standards.
- b. Secondary KPIs will be those indicators that ensure proper governance and administration of the contractor. Secondary KPIs will be reported monthly however will not form part of the KPI calculation but will come into play (as a deduction) where non-compliance is registered.
- c. The contractor will be required to commit to delivering added Social Value during the contract term. Commitments made at the time of tender will form part of the secondary KPIs and be monitored as part of contract delivery.

14.3 Key Performance Indicators - Contract Delivery

Contract Delivery will be a primary indicator and will measure performance relating to level of cleanliness with respect to the window cleaning standards described in this specification. The level of cleanliness will be established through auditing areas that have been cleaned by the contractor. This will be a primary performance indicator.

14.4 Auditing

- a. An auditing system will be a requirement of the contract to assess the efficiency of the cleaning regime, ensuring that the contractual standards are maintained.
- b. The contractor will need to develop an electronic system which will audit, hold records, and provide accurate and timely reports. Reports should be able to assist the contractor to identify areas of concern and provide the Estate Services Manager (ESM) with a scoring system which can be measured against the agreed KPIs. The system should also give the auditor the ability to note deficiencies by locations or room type and where applicable take photos which can be held on a database.
- c. Only joint audits will count towards the KPI for a premise and where no joint audits are carried out the KPI will not be recorded for that premises.
- d. The auditing system and methodology will be agreed during mobilisation

14.5 Adherence to Window Cleaning Schedule

In addition to monitoring the standard of clean, the contractor's ability to produce and comply with schedules for window cleaning will be measured. Any deviation (unless previously agreed by CoL) from the schedule will score a Fail (0%). Adherence to the schedule will give a pass of 100%.

14.6 Key Performance Indicators - Staffing

The performance indicators for staffing will be a Secondary indicator as follows:

- a. Staff Attendance/Timeliness
- b. Staff Competency
- c. Staff turnover records maintained
- d. Staff uniform
- e. Staff Learning & Development

14.7 Staff attendance/Timeliness

- a. Area Estate Services Manager will be given access to the contractor's database for each premise, to always enable the monitoring of live staff attendance and timeliness. Any recording of below 90% staff attendance/hours worked per month as per tender will result in a failure of the KPI.
- b. The contractor should identify any reasons why full hours cannot be supplied
- c. Consideration will be given for instances where the declared hours cannot be met due to restrictions imposed or agreed by CoL.

14.8 Staff Competency

- a. The Contractor's Staff should be able to demonstrate compatibility in relation to the Job Description provided, including English language, both verbally and written as appropriate to grade.
 - Contractor will need to introduce training to ensure minimum requirements are met.
 - Provision of training and satisfactory pass rates to be provided prior to employment.

All staff must have the following: DBS, working at heights, COSH certification before entering the Barbican Estate and commencing work.

14.9 Staff turnover records maintained

a. All staff turnover records to be maintained and up to date. Staff turnover records to be provided as part of the monthly report submitted to CoL

14.10 Staff Uniform

- a. All staff to be appropriately dressed, dependant on role and task, but to a minimum of recognisable staff uniform as agreed with CoL prior to the start of the contract.
- b. Where practical the Contractor will seek to repair uniforms before replacement. The Contractor will work with the City to dispose of the uniforms under a mutually agreed route taking into account the circular economy after any security issues are resolved.

14.11 Staff Learning & Development

All staff learning records to be provided and updated monthly, including certificate of qualified First Aiders. Learning and development mapping to be provided.

Provision of First Aid certificates for Client records. Failure to have current qualified First Aider on site (where required) will result in failure of this KPI across CoL. (Secondary KPIs)

14.12 Key Performance Indicators - Health & Safety & Sustainability

Risk Assessment and COSHH

A file should be kept on site listing all risk assessment and when they will be reviewed. These should be reviewed and signed off annually. A COSHH file should be on site recording all products used. A training file for all cleaners should be on site recording the fact that they understand the risk assessments and data sheets of products used and the correct way to use those products.

Accident reporting

A reporting structure to be set up to ensure cleaners report any accident, the accident is then recorded both with the Estate Services Manager and supervisor. The Accident book should be on-site and ready to be viewed at any time.

Health and Safety Audit

Audit sheet kept with risk assessments and training records to be signed off with Estate Services Manager and site manager.

Sustainability

Sustainability and Climate Action is to be a standard agenda item at contract monitoring meetings. The Contractor will provide an update on how they are reducing carbon emissions on the contract and any other updates relating to sustainability. At a minimum, any carbon emissions reporting must be provided to climateaction.pgs@cityoflondon.gov.uk.

14.13 Key Performance Indicators - Contract Management, Communication, Social Value and Finance Management Information & Contract Administration

- Reports & meetings held at agreed dates with the correct representation from the contractor, and correct report format/content.
- The Contractor to provide accurate information
 - o KPIs calculated correctly.
 - o KPIs are provided to agreed timetable, provide backup information for all KPIs (hard copies and soft copies if required).
- Response to Contract Management Requests
- Contractor responds promptly to requests from CoL and with the required information within agreed timescales.

Response to Requests (Additional and Chargeable Cleaning)

- Contractor will maintain a log of additional and chargeable cleaning requests with the following information:
 - o Expected Completion (as per SLAs established with the premises).
 - o % time met (Judged on pass or failure to meet completion). E.g., if 10 additional and chargeable requests are issued to the contractor for the month failure to meet the SLA for 5 jobs will score 50%.

Response to Requests (Reactive Cleaning)

This will be site specific and will be reported by exception. (To be further developed with the contractor at the mobilisation stage).

Invoicing & Billing

- Payment application for fixed cost is submitted on agreed date.
- Invoices are submitted with the correct details-e.g., cost, purchase order number

Subcontractor/Supply Chain Management

- All sub-contractors will be subject to verification by COL/BBE prior to starting work
 - Sub-contractors/suppliers working for the contractor arrive on time and are of the right qualification and well presented.
- Window cleaning Sub-contractor to provide all necessary risk assessments and documentation.

Social Value

- The contractor will deliver one item from the City's Social Value menu each year of the contract.

KPI Measurements

- The KPI will be weighted a score with an overall pass mark of 85%.
- Calculation will be both premises specific and global.

- The overall score for KPIs will be the average of the scores for all premises.
- Primary KPIs will be monitored monthly.
- Secondary KPIs will be measured by exception and failure will result in a deduction in the overall KPI score. (This will be further developed and agreed with the supplier during the contract mobilisation stage).
- The pass mark shall be increased by 2% at the end of each year of the contract.

14.14 Key Performance Indicator Weightings

	KPI	Pass Mark	Weighted Score
Quality Monitoring – Auditing	Window Cleaning	85%	40%
Adherence to schedules	Window cleaning	100%	40%
Staffing	Staff attendance/Timeless	90%	10%
Health & Safety	Risk assessment and COSHH available for inspection	100%	10%
	Accident reporting	100%	
	Health & Safety audits	100%	
	Average Score		

14.15 Complaints & Deductions

The contractor and premises representative shall resolve routine service delivery and only escalate to the Estate Services Manager if they are unable to agree and resolve the issue.

Complaints will fall under the following categories:

- Service Delivery Failures
- Failure of the contractor to provide a service as per the terms of the contract
- Unreasonable and persistent delays in the provision of service
- Failure to provide adequate standards of service
- Health & Safety Issues
- Failure to fulfil statutory responsibilities.
- Breaches in health and safety
- Contractor's actions result in a loss of income to the City of London
- Contractor's actions result in a loss of reputation to the City of London
- Complaint has been escalated by a high-ranking officer or a member
- Complaints about an employee's attitude or behaviour

Complaints will only be logged by a designated officer and once upheld by the Contract Manager will result in a deduction to the overall weighted KPI score. (The deduction will be agreed with the contractor during the mobilisation stage).

15. Site Visits During Tender Period

The City of London would like to extend an invitation for prospective bidders to visit our sites prior to tender deadline, in the interest of providing further clarity on the specification of the tender. Site details are provided in the specification and accompanying maps.

If you wish to visit the Barbican Estate on the one of the dates detailed below, please message your request via the CapitaleSourcing portal.

Please note that the maximum number of attendees per bidder is 2 (two), please provide the name(s) and contract number(s) of those wishing to attend. If you wish to visit the Barbican Estate, please message your request send your request via the CapitaleSourcing portal.

Site Visit Dates

Site Visit 1 – Thursday 02/03/23 - *start time to be advised via the Capital Message Section*

Site Visit 2 – Friday 03/03/23 - *start Time to be advised via the Capital Message Section*

Details of who will be showing attendees around the Barbican Estate will be provided in due course including meet up location.

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Appendix 3

Window cleaning contract price per block 2023/24

Block	New contract 23/24 prices	Current contract 22/23 Actual costs
ANDREWES HOUSE	£16,842.96	8,445.50
BEN JONSON HOUSE	£25,661.00	20,780.21
BRANDON MEWS	£6,838.20	5,896.40
BRETON HOUSE	£12,400.40	6,701.62
BRYER COURT	£6,241.96	9,039.39
BUNYAN COURT	£10,248.60	3,948.26
CROMWELL TOWER	£10,196.40	19,364.73
DEFOE HOUSE	£15,231.96	10,816.10
FROBISHER CRESCENT	£11,118.60	4,675.52
GILBERT HOUSE	£7,526.70	7,509.48
JOHN TRUNDLE CT	£17,176.00	8,052.32
LAMBERT JONES	£1,044.00	311.72
LAUDERDALE TOWER	£10,290.03	17,660.77
MOUNTJOY HOUSE	£5,481.00	3,353.38
SEDDON	£6,504.12	7,302.60
SHAKESPEARE TWR	£10,206.84	17,660.77
SPEED HOUSE	£9,750.96	11,547.32
THOMAS MORE HSE	£12,875.40	9,854.00
THE POSTERN	£1,044.00	415.61
WALLSIDE	£522.00	415.61
WILLOUGHBY HOUSE	£12,663.00	9,261.53
TOTAL	£209,864.13	£183,012.84

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Committee(s) Barbican Residential Committee	Date: 19 June 2023
Subject: Barbican Arrears	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4
Does this proposal require extra revenue and/or capital spending?	N
Report of: Judith Finlay, Director of Community and Children's Services	For Information
Report author: Anne Mason, Service Charge and Revenues Manager	

Summary

This report, which is for information is to advise members of the current arrears in respect of tenants and leaseholders on the Barbican Estate.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Leaseholders and tenants are billed quarterly in June, September, December and March. The charges raised include charges for car parking and baggage stores.
2. A further analysis of arrears cases is contained in Appendix 1 (Non-public).

Current Position

3. Leaseholders and freeholders

	No of free/ leaseholders			
Charges raised for period	£14,324,596		2023	
Target level of net arrears	1%			
Actual level of net arrears	0.87%			
<i>Age Analysis of Debt:</i>	Mar 23		Dec 22	
Value of debts				
3 - 6 months	£ 86,955.58	73	£145,943.23	77
6 – 12 months	£108,191.48	67	£ 44,267.33	38
12 - 24 months	£ 29,366.57	16	£ 14,385.84	12
Over 24 months	£ 44,383.84	4	£ 53,503.57	5
Total arrears outstanding	£268,897.47		£ 258,099.97	
<i>Action taken:</i>				
Amounts subject to arrangement	£ 61,896.98	23	£ 59,879.22	30
Amounts referred to Comptroller for recovery action	£ 73,572.58	5	£ 65,909.58	4
Amounts in dispute	£ 8,983.80	2	£ 9,596.69	3
Net debt outstanding	£124,444.11		£ 122,714.48	

There is a total of 109 leaseholders in arrears.

Of the amounts owing for over 12 months (£73,750.41) £48,594.26 is included in the amounts referred to C&CS and, the remaining £25,166.15 relates to 15 cases.

The net debt outstanding comprises 77 accounts.

4. Tenants

Charges raised for period	£1,515,271	No of tenants 51		
Target level of net arrears 1%				
Actual level of net arrears 1.50%				
	Mar 23		Dec 22	
<i>Age Analysis of Debt:</i>				
Value of debts				
3 - 6 months	£ 17,915.43	5	£ 5,518.11	3
6 - 12 months	£ 5,008.72	2	£ 0.00	0
12 - 24 months	£ 0.00	0	£ 0.00	0
debts over 24 months	£ 0.00	0	£ 0.00	0
Total arrears outstanding	£ 23,581.84		£ 5,518.11	
<i>Action taken:</i>				
Amounts subject to arrangement	£ 897.76	2	£ 0.00	0
Amounts referred to Comptroller for recovery action	£ 0.00	0	£ 0.00	0
Net debt outstanding	£ 22,684.08		£ 5,518.11	

15

There are 5 tenants in arrears.

5. Former tenants' arrears

	N/A	No of former tenants	2	
Charges raised for period to Target: as flats are surrendered infrequently the target is that action on arrears must be dealt with within 3 months				
	Mar 23		Dec 22	
<i>Age Analysis of Debt:</i>				
Value of debts 3 - 6 months	£ 0.00	0	£ 6,545.00	1
Value of debts 6 - 12 months	£ 6,545.00	1	£ 720.00	1
Value of debts 12 - 24 months	£ 720.00	1	£22,834.43	1
Debts over 24 months	£76,465.69	2	£53,631.26	2
Total arrears outstanding	£83,730.69		£83,730.69	
<i>Action taken:</i>				
Amounts subject to arrangement	£ 0.00		£ 0.00	
Amounts referred to Comptroller for recovery action/in dispute	£83,730.69		£83,730.69	
Net debt outstanding	£ 0.00		£ 0.00	

There are 2 cases in total.

Appendices

- Appendix 1 – Arrears Update (Non-Public)

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Revenues Manager DCCS

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By virtue of paragraph(s) 2, 6a of Part 1 of Schedule 12A
of the Local Government Act 1972.

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