

<b>Committee(s):</b> Barbican Estate Residents Consultation Committee Barbican Residential Committee	<b>Dated:</b> 24/06/2024 01/07/2024
<b>Subject: Barbican – Internal Audit Recommendations</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	4
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N//A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Damon Ellis – Head of Property Service – Barbican	

### **Summary**

The City of London Corporation has a duty to undertake internal and external maintenance to the blocks within the Barbican Estate for which it is the landlord. The purpose of this report is to inform committee of the current implementation of measures following several complaints from House Groups expressing concern around quality of work and lack of BEO engagement.

The current contract/agreement in place for the provision of internal/external repairs for the Barbican Estate began is due to expire 31<sup>st</sup> March 2025, the agreement referred to as:

#### 1. Barbican Estate – Redecorations Project

The first thing to do was identify the key stakeholders within the process, they are:

- Principal contractor
- Clerk of works
- Project manager
- BEO
- Leaseholders

Having reviewed the end-end process on 2 blocks (Speed House and Willoughby House) in a great level of detail it was clear to me that there were failings on all parts of this contractual arrangement including:

- A lack of project ownership or accountability
- Confusion around the specification/scope of works
- Poor/sloppy finishes (in parts)

Post review, the remaining blocks will have the following measures in place to ensure good practice and results:

- Specification of works shared with House Groups for comment prior to work commencing.
- Pre-condition surveys with BEO sign off.
- “BEO Action Plan” for monitoring work and delivery.

When we come to procure the internal/external re-decoration programme for the future (April 2025 onwards) we will ensure we draw down on lessons learned through this process and have a more collaborative resident focused approach whilst being mindful of the obligations to maintain the building fabric under the lease.

We will continue to work with House Groups who are snagging/unsatisfied with works carried out to date which we are positively engaged with the principal contractors on most occasions.

## Barbican Redecoration Project Action Plan

### DAILY SITE VISIT

1. Frequency
  - a. Daily
2. Who should attend?
  - a. Barbican
    - i. Contracts Manager (Daniel Castle)
    - ii. Resident Engineer (as needed)
  - b. Mcloughlin Group Holdings
    - i. Site Manager (Tony Parker)
3. Site Visit Methodology
  - a. Physical on-site observations, document review, informal discussions.
4. Agenda
  - a. Review project goals, aims, and expectations.
  - b. Completed Tasks- Walk through of previously completed works.
    - i. Quality control
    - ii. Identify concerns and unforeseen works.
  - c. On going and outstanding tasks- Monitor progress against Scope of Works.
    - i. Checklist to systematically review.
  - d. Problems, challenges, blockers & reached milestones.
  - e. Check PPE, equipment safety and H&S policies are being followed.
  - f. Daily walk through of the area to assess any issues or potential for additional works.
  - g. Ensure equipment/materials are on site to complete works.
5. Post Visit Agenda/Review
  - a. Document any follow ups and who is responsible for these.
  - b. Summarise and share findings.

### MONTHLY CATCH UP

1. Frequency
  - a. Monthly
2. Who should attend?
  - a. Barbican
    - i. Contracts Manager (Daniel Castle)
  - b. Mcloughlin Group Holdings
    - i. Site Manager (Shaun Wakefield)
    - ii. Contracts Manager (Tony Parker)
  - c. Residents Panel
    - i. POC for the residents panel (as needed)
3. Site Visit Methodology
  - a. Roundtable discussions, document review, data review, formal discussions.
4. Agenda
  - a. Review of previous months progress
    - i. Summary of last month's progress and highlight any milestones or challenges.
  - b. Status of the project.
    - i. Monthly deadline review, changes in priorities.
    - ii. Risks or Threats
  - c. Budget and expenditure review.
    - i. Any variance or risks of going over budget.
  - d. Timeline update
    - i. Delays, unforeseen works, optimisations.
  - e. Quality Control and assurance
  - f. Any health and safety issues
  - g. Resident communication
    - i. Address any feedback or concerns raised by the resident.