

PROGRESS ON THE BEO REVIEW

UPDATES FROM THE
ALTAIR REPORT



Dear Residents,

I'm delighted to share this progress review with you, providing updates from across the estate, primarily focusing on the work of the Transformation Board, which was set up in response to the Altair Report findings in late 2022.

2024 has been a time of significant progress and engagement, and I'd like to take a moment to highlight some of the key milestones. This report will include some of the findings and recommendations of the Altair report, and what work has been done across the estate to introduce improvements.

Our team has been working hard to enhance the services provided by the Barbican Estate Office, and make the Barbican a great place to live, work and enjoy. From infrastructure improvements to exciting new technology, there's much to look forward to as we continue to build on the strong foundations laid over the past year.

In 2025 we will be focusing on the final stages of the Transformation Programme, and transitioning to business as usual.

Thank you for your continued support.

Best,
Daniel Sanders
Assistant Director of the Barbican Estate



Leadership & structure



Report findings:

Roles within the BEO structure lack the influence, control and oversight to ensure a customer first culture.

Recommendation:

Introduce roles and teams dedicated to the Barbican Estate only.

In 2024:

- 01.** The City of London Corporation appointed Dan Sanders as the dedicated Assistant Director for the Barbican Estate.
- 02.** The Repairs Team previously shared with the Housing Division was split to ensure there are officers dedicated to the Barbican Estate.
- 03.** The Service Charge and Revenue team now reports directly to the Assistant Director of the Barbican Estate to ensure complete accountability throughout the service charge process.
- 04.** The Major Works Team, previously shared with the Housing Division was split to introduce a dedicated team working on the Major Works programme for the Barbican Estate.
- 05.** A dedicated Contracts Manager is now in post (Dan Castle), with a dedicated Project Manager role newly introduced and currently out for recruitment.
- 06.** A Co-ordinator role was introduced to oversee reporting and standards, plus two administration roles for finance and property services.
- 07.** A clearer split of responsibility between Resident Engineers and third-party contractors was required, the new repairs and maintenance contract has been procured, which includes clarity on contractor's responsibilities.
- 08.** A restructure of all management roles and responsibilities was approved by committees and issued to both staff and leaseholders in early 2025. The restructure has been designed to support the operational requirement of running the estate, influenced by findings and recommendations of the Altair report.

Processes



Recommendation:

The BEO should implement City performance management framework, values and behaviours. Processes need to be reviewed and purposefully documented.

In 2024:

- 01.** Objective setting, regular 121 meetings to discuss performance, appraisals for all staff and regular team meetings on performance, communications and improvements have been implemented.
- 02.** A pool of staff employed directly by the City of London Corporation has been created to cover holiday and sickness. This will ensure high standards of service are maintained, reduce costs, and means we are not reliant on temporary agency staff.
- 03.** A set of Standard Operating Procedures have now been produced and implemented, removing a heavy reliance on individual knowledge. These will be continually reviewed and updated annually.
- 04.** To ensure consistency and timeliness of contractor works, the new repairs and maintenance contract provides KPIs on Standard Operating Procedures, with contractual penalty clauses if standards are not met
- 05.** An enhanced quality inspection programme has been introduced to ensure standards of work are being met by our third-party contractors, this includes monitoring by qualified BEO officers such as the Project Manager and Head of Property Services overseeing works with a technical background and expertise.
- 06.** We will periodically ensure value for money by driving efficiency looking at contracts, live spend, repair trends and reacting to this data to ensure best value. We are also committed to doing a benchmarking review against a similar sized private development in 2025.
- 07.** Performance monitoring against agreed KPIs and service standards to be monitored throughout the year by budget holders to ensure value for money.
- 08.** We have produced an annual reporting schedule which will be received by committees and their sub groups, to ensure transparency throughout our service delivery, this will be made publicly available.

Technology

Implementation of a new resident portal & app

We are finalising the new resident portal and app, which will be available to use on mobiles, tablets, or computers in April 2025.

An alternative solution is being worked on for any residents who are not online.

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- Report repairs
 - Make enquiries to the BEO
 - Manage key permissions
 - Parcel notifications
 - Keep up to date with estate news
 - Find out about local events & things to do

01. This will provide a centralised, single point of contact for reporting repairs or estate issues.

02. We will provide live updates on urgent service issues such as lift outages.

03. Service charge communications will be provided via the portal/ app, with email and push notifications to notify residents of key information.

04. Formal and informal complaints will be logged, actioned and followed up on via the portal/ app, with positive customer experience prioritised.

05. Quick and easy access to centralised policies and forms for resident (such as to rent a storage locker).

Systems

Over the past two years the BEO has been working on implementing a new Housing Management System.

01. All repairs are now logged with our contractors through this system.

02. This provides a clear process of scheduling repair responses and appropriate follow-ups.

Repairs and maintenance

Report findings:

Process and monitoring failures were identified, alongside a lack of strength in quality inspections and technical knowledge possessed by the BEO.

Water penetration

- Following a formal review of water penetration and window issues we established over 2000 points of water penetration across the Estate. In response we set up a project team funded by the City of London Corporation, which is dedicated to identifying these leaks, making temporary repairs and creating long lasting solutions, specifications of which are currently being written.



Windows

- We have carried out over 100 temporary window repairs the cost of which has been covered by the Corporation and we are writing specifications for targeted replacements in relation to roofs and balconies.

What's next?

- Following conclusion of these projects and in tandem with their continued progress, we are also ensuring strict processes are in place for maintaining new warranties and providing planned preventative maintenance programmes to preserve our assets to their expected lifecycle (and beyond where possible).

Who's working on it?

- This work is underpinned by the introduction of qualified roles within the BEO to ensure we have the technical resources and capabilities to oversee and monitor repairs and projects across the estate.

New contractors

- We have appointed Chigwell Construction as our new primary repairs contractor and look forward to working with them with our new agreed standards and contractual structure as of 1st April 2025.

Coming in 2025

2025 will see the Barbican Estate Office move into 'business as usual' as the Transformation Board dissolves in March 2025.

The dissolving of the board does not mean all work is complete, but that the ownership of the remaining workstreams detailed below sits with the Assistant Director for delivery, this will be monitored by the Reporting Committee, RCC and BRC to ensure delivery. The following objectives will be part of ongoing operational improvements throughout the year.



Frontline services

A review of front-line services will be undertaken, this was considered to be an item for review in 2025 once the Assistant Director has a structured and operational management office to properly administer.



Service level agreements

We will conduct a review of service level agreements with a view to ensure they are suitable for the estate and in line with legislation and industry best practice.



Governance review

There will be a review of governance to ensure fair and equal representation, compliance with legislation and reduce duplication of efforts.



Service charge budget

A clearly broken down and transparent budget for 2025/2026 service charge will be distributed, this will have a focus on ensuring 'value for money'.



Contracts

We will produce a contracts matrix to ensure proper and effective monitoring and start tender exercise at the right times.



'Planned Preventative Maintenance Programme'

We will produce a 'Planned Preventative Maintenance programme' to ensure assets are maintained appropriately and to their expected life (or beyond).



Capital expenditure plan

We will develop a 25-year capital expenditure plan outlining project commitments per block over their cyclical lifespan. This will support the BEO in capital project delivery and leaseholders in financial planning.



Repairs charging

We will progress the City's commitment to addressing maintenance and practice failures that have affected the Barbican Estate in the past, to make a genuine attempt to settle disputes with leaseholders that have arisen out of those issues.

Look out for...

A summer event for residents organised by the Barbican Estate Office. Details will be shared in the weekly bulletin and on noticeboards.

Keep in touch

Join the Barbican mailing list to receive regular email updates and weekly bulletin.

Scan the QR code with your smartphone camera or visit bit.ly/beo-emails



Key contacts

All general enquiries (Barbican Estate Office Reception)

0207 029 3958

Barbican.Estate@cityoflondon.gov.uk

Report a repair to Property Services

0207 029 3909 / 020 7029 3953 for Out of Hours Service

PropertyServices@cityoflondon.gov.uk

Members of the Barbican Transformation Board:

- Judith Finlay - Executive Director of Community & Children's Services
- Dan Sanders - Assistant Director of the Barbican Estate
- Mark Wheatley - Chair of the Barbican Residential Committee
- Anne Corbett - Deputy Chair of the Barbican Residential Committee
- Helen Fentimen - Chair of the Community & Children's Services Committee
- Adam Hogg - Chair of the Barbican Association
- Sandra Jenner - Chair of the Barbican Residents Consultative Committee

The board considered reporting to leaseholders several times with the aim of keeping residents fully informed of the board's work. This proved difficult as many items within the programme were commercially sensitive and discretion was required until completion. We thank you for your patience and understanding.