

<b>Committee(s):</b> Barbican Residential Committee  Barbican Estate Residents Consultation Committee	<b>Dated:</b> 17 February 2025  3 February 2025
<b>Subject:</b> BEO Restructure	<b>Public</b>
<b>This proposal:</b>	For the committee to review the BEO Restructure
<b>If so, how much?</b>	£0
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Daniel Sanders – Assistant Director – Barbican Estate	

### Summary

The current BEO is responsible for:

- 1.) Service charge management (budgets, demands, accounts, balancing adjustments, etc.).
- 2.) Internal Service Delivery (Housekeeping, Resident Engineers and CPA teams).
- 3.) External Service Delivery (Repairs & Maintenance, Lifts 3rd party service delivery).
- 4.) Incoming Communications (incoming queries from leaseholders, residents, and members).
- 5.) Outgoing Communications (live updates, weekly bulletin, timely responses to queries)
- 6.) Commercial Management (management of Commercial tenants across the Estate).

The feedback via committees, independent consultant (Altair) and stakeholder feedback highlights that the current model is not effectively delivering points 2, 3, 4, 5 and struggles to effectively deliver point 1, we currently administer well on Commercial management services.

In 2022 Altair recommended the BEO management structure is irregular when compared to other large residential estate structures, and this makes it difficult to deliver the services the office is obligated to provide.

The new structure aligns the BEO with an industry standard approach to private residential management and provides an organised structure and progression for staff.

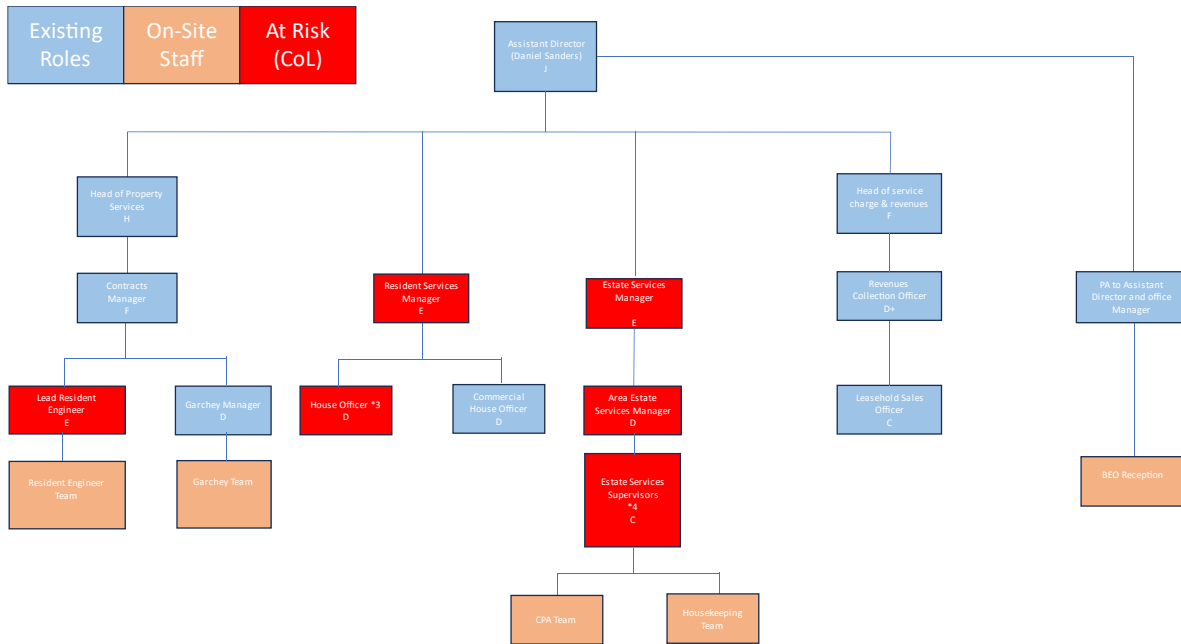
## Recommendation(s)

The Committee is asked to:

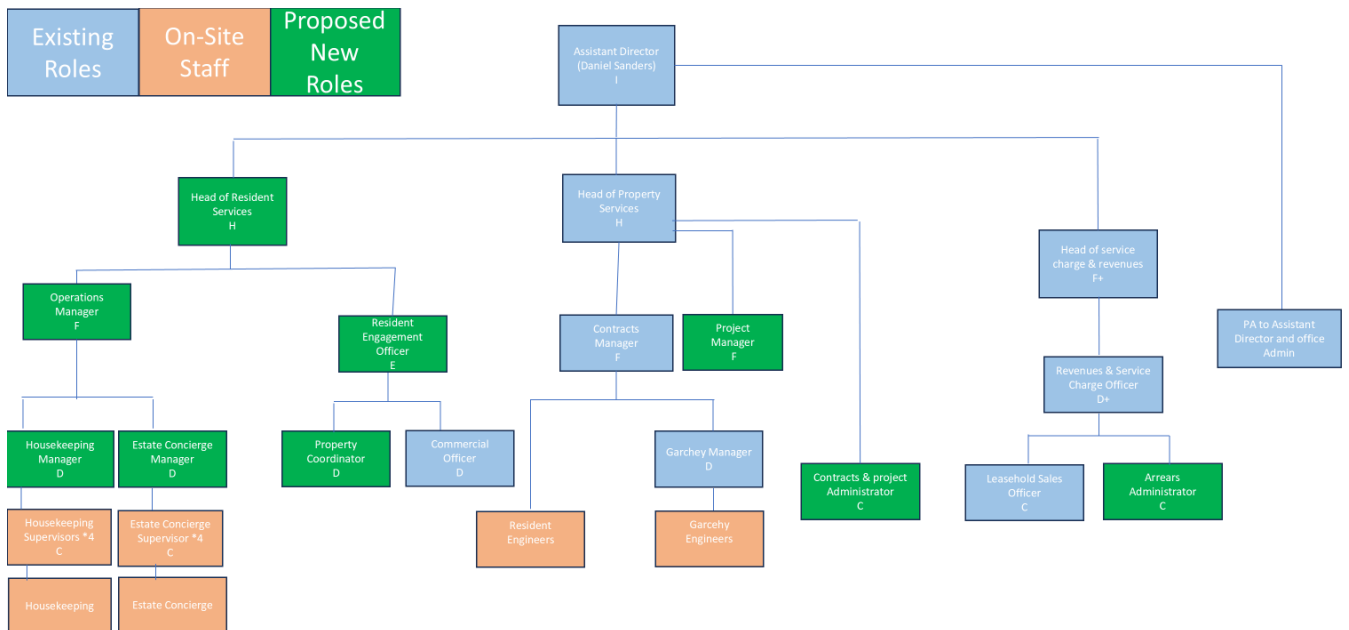
- Note the contents of the report

## Main Report

### Current BEO Structure



### Proposed BEO Structure



These changes are driven by the need to align the BEO with industry standards and respond to feedback from residents, external consultants, and internal operational reviews. Our aim is to create a more efficient, resilient, and future-proof office that can better serve the estate's needs today and for the future.

### **Key Benefits of the Proposed Changes:**

#### **Enhanced Communication and Engagement – Resident Services Team**

The introduction of a Resident Engagement Officer and a Property Coordinator will ensure timely and effective communication with leaseholders. This includes regular updates, a robust communications strategy, and better responsiveness to resident queries. This team will be led by a Head of Resident Services and replaces the old format of “house officers”.

This team will have a dedicated focus on integrating new technologies, such as the upcoming Barbican App, which will streamline interactions and provide real-time updates.

The department will primarily be responsible for:

Communication and Coordination

Resident Engagement

Service Accountability

Operational Oversight and Efficiency

Complaint Resolution

Long-term Community Building and Legacy

#### **Improved Service Delivery and Accountability – Operations Team**

A clearer and more streamlined structure will ensure that service responsibilities are better defined and delivered.

A new Operations Manager role will focus on stakeholder collaboration, and overall service quality across site operations (housekeeping and estate concierge).

A reduction in the amount of office-based Estate supervisors supplemented by duty managers in the housekeeping and concierge departments will deliver an increase in responsibilities within front line services, offering skill progression, career development and resilience by removing hierarchical layers and promoting knowledge sharing, career development and service improvement.

#### **Focused local management – Property Services**

The property services department benefit from a dedicated Project Manager that will be responsible for local project management and dedicated to the Barbican ensuring we are less reliant on shared internal departments within the City of London or external project management at costs and will deliver continuity across the service.

## **Administration Support**

The addition of administrative support to the property services and finance departments will offer improved operational efficiency, better coordination and support us in delivering the first-class service standard we are striving for.

## **Resilience**

By reducing reliance on single points of failure and incorporating new technologies, the office will operate more robustly. This change ensures continuity of service even during staff transitions or unforeseen challenges.

## **Operational and Financial Efficiency:**

With redefined roles and responsibilities, we are reducing duplication and enhancing productivity. A reduced reliance on agency staff and better resource allocation will drive cost-effectiveness, ultimately benefiting the service charges.

## Appendices

Appendix 1 – Proposed New Staff Structure

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**Daniel Sanders – Assistant Director – Barbican Estate**