



Barbican Estate: In-House Maintenance Team

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Executive Summary

Chigwell Group has declared its intent to exit the Barbican maintenance contract, citing commercial non-viability.

In response, the BEO proposes moving to a Direct In-House Team (DIHT) model, fully integrated within the Barbican Estate Office and funded through the service charge. The team will comprise operatives, a planner, and a repairs supervisor, supported by existing contract and administrative staff.

This presents an opportunity to fundamentally improve the delivery of repairs and maintenance by allowing the BEO to directly manage resources, oversee standards, and ensure that service delivery is aligned with the needs of the estate and its residents. The team would be made up of operatives who know the Barbican, supported by a dedicated management and planning team to allow for agile service adjustments with real time scheduling and greater supervision over quality of works and costs.

The like-for-like total five-year cost of the in-house model is projected at £4.94 million, providing a saving on the external delivery model (£5.47 million), with a path for greater service quality, transparency, and accountability.

Risks around mobilisation, delivery, costs, TUPE, and service continuity have been identified, as have mitigations that would be put in place, and a Delivery Board will provide structured governance. Should the model underperform, a re-procurement pathway has already been scoped with interim contractor support available.



Reason for Chigwell Exit

Chigwell has advised that their reason for exiting the contract is commercial non-viability, citing average billings of only approximately £50,000 per month since the contract commenced in April 2025.

However, financial analysis conducted on July 29th, 2025, based on data extracted from Civica, indicates a significantly higher level of financial commitment within the contract. The breakdown of work orders recorded in the system is as follows:

Status	Value	Notes
Fully Invoiced – Works Order	£ 229,051.35	Paid and processed
Ready to Invoice – Works Order	£ 120,047.13	Completed works pending invoicing
Works in Progress – Works Order	£ 63,472.59	Mix of partially coded or outstanding works
Awaiting Authorisation – Work Orders	£ 361.87	Pending Quality Checks
Total Commitment	£ 412,932.94	Across a 17-week period
Monthly Commitment	£ 105,257.42	

This equates to £24,290.17 per week. Across the year, this equates to an average monthly commitment of approximately £105,257.42 since contract commencement.

Based on the Lot 2 pricing schedule, the anticipated value of the contract was £5.47 million over 5 years (£5.1 million for annual core works, £370,000 for mobilisation costs, performance bonds, and annual uplifts). Chigwell indicated a target income of £100,000 per month. The current monthly expenditure exceeds this target.

The BEO have committed to commissioning a desktop review of our procurement documents to provide assurances that this was done to an appropriate standard.

Current Model

Chigwell Group PLC currently undertake all day-to-day maintenance activities across the estate. With some specialist activities appointed to third part providers. Financially, they are operating on a pre-agreed schedule of rates (SOR) based on the M3 National Housing Federation Schedule of Rates version 8.

Chigwell's staff are primarily located in space within the Barbican Estate Office and Bunyan Car Park welfare area. We operate a dual-location model with their administrative staff working in the



BEO, alongside the Property Services Helpdesk. Chigwell's on-site ring-fenced maintenance team are based out of the Bunyan Car Park welfare area during core working hours. Under the contract, Chigwell were supposed to supply a dedicated Manager for this Contract. However, in conflict with initial goals and instructions, the current post-holder also supports the HRA contract covering the remaining City of London (CoL) housing supply.

Works are tracked via an interface between Chigwell's BigChange system and CoL's Civica which after significant involvement from the CoL and Chigwell, leading to service inefficiencies.

Previous Decisions on In House Maintenance

In late 2023, a repairs satisfaction survey indicated a level of resident dissatisfaction with the outsourced model, particularly in relation to the performance of Metwin. While only a subset of respondents explicitly advocated for an in-house service, the feedback consistently referenced a desire for better service delivery, and cost transparency. These concerns align with anecdotal feedback received by the current BEO management team over the past 18 months.

At the time, the management team did not pursue an in-house option, citing insufficient internal capacity to mobilise and oversee the delivery of an in-house team. However, with the recent appointment of a Head of Property Services and a dedicated Contracts Manager, the team now possesses the strategic and operational expertise to manage direct delivery. While resident sentiment alone is not the only factor in making a decision, it forms part of a broader rationale for moving to an in-house model, with the aim of improving service standards and financial responsibility.

Options: Direct In-House-Team (DIHT) vs Direct Labour Organisation (DLO)

Two in-house options have been considered: operating with a Direct In House Team (DIHT) or establishing a Direct Labour Organisation (DLO). Both of these models involve directly employed staff, but differ significantly in operational structure, management complexity, and resource requirements.

Both models give several benefits. Firstly, and most importantly, direct workforce control. The BEO would gain full visibility of costs and full oversight of staff, standards, and priorities without contractor barriers. Direct employment enables longer staff development, and alignment with the Barbican working culture, rather than a contractor's working culture. Direct employment also encourages longer staff development. After a stabilisation period, labour and material costs will be able to be monitored and reported more effectively (without contractor overheads). Finally, both models work on lean team structures, with established staff reporting lines, and clear responsibilities that will be transparent to residents.

However, both have risks that need to be considered. Firstly, increased internal management burdens. Functions that would be completed by the contractor (day-to-day supervision, HR, and



compliance) would now be the responsibility of the City of London. Similarly, there would require significant work to set the right culture. In house teams (both DIHT and DLO) have traditionally come under scrutiny for underperformance, often due to an unproductive working culture. Suitable and rigorous performance monitoring will need to be implemented to limit this risk. A strong works management system is also needed to allow for real-time job management, cost, and performance tracking. It will need to provide analytical data that can be utilised for continuous improvement and reporting to residents and other stakeholders.

Direct Labour Organisation (DLO)

A DLO is a local authority owned service set up as a separate operational entity. It is primarily used to deliver repairs and maintenance services using directly employed staff. Whilst owned by the authority, a DLO functions independently. It is a widely used model within the public sector; there are clear and existing templates that aid in setting and configuring DLOs. They may also benefit from operating as a self-contained service as they are more agile and can make decisions more quickly than internal local authority departments.

However, as they operate as separate entities, they function independently of estates and resident services, which can cause siloed and fragmented delivery and limit flexibility and responsiveness. They are also complicated to set up, and may require the creation of a new legal entity, appointment of directors, financial auditing structures, and other formal governance, which adds layers of cost and complexity.

Direct In-House Team (DIHT)

A DIHT would consist of directly employed operatives integrated into the existing Property Services structure to deliver an integrated, resident focused service. There would be a closer relationship than would be achieved with a DLO, with cross-functional support linking all teams into a single service pathway. Providing they are built around the correct processes, and systems are in place, the service can be made performance driven by design, with the metrics for success built into its DNA. Unlike DLOs, they are also relatively simple to implement and are covered by existing governance frameworks.

However, significant configuration would be needed to enable its success. Clear divisions within the team will need to be established to ensure teams stay on task. These clear and defined roles and responsibilities will also need to be communicated to stakeholders to prevent task creep. DIHT models typically come with increased workload pressures on the existing team, however, due to the hyperlocal nature of the estate, and the current close working relationship between Chigwell's operatives, residents, and BEO officers, much of this increased workload is already being undertaken by BEO officers. Some additional management and supervision capacity will be needed, but less than a traditional DIHT would require.



Proposed In House Model

Whilst the City of London's standard governance mandates that repairs and maintenance services should be provided by external contractors, the unique demands and requirements of the Barbican Estate call for a strategic deviation.

The in-house model would see the removal of Chigwell as the principal contractor, replaced by a service charge resourced, BEO delivered DIHT model.

Much of the delivery would be the same, with the administrative and maintenance staff maintaining their current place of work under similar conditions, giving residents a smooth transition.

The new structure will see the introduction of up to eight service charged roles, these being:

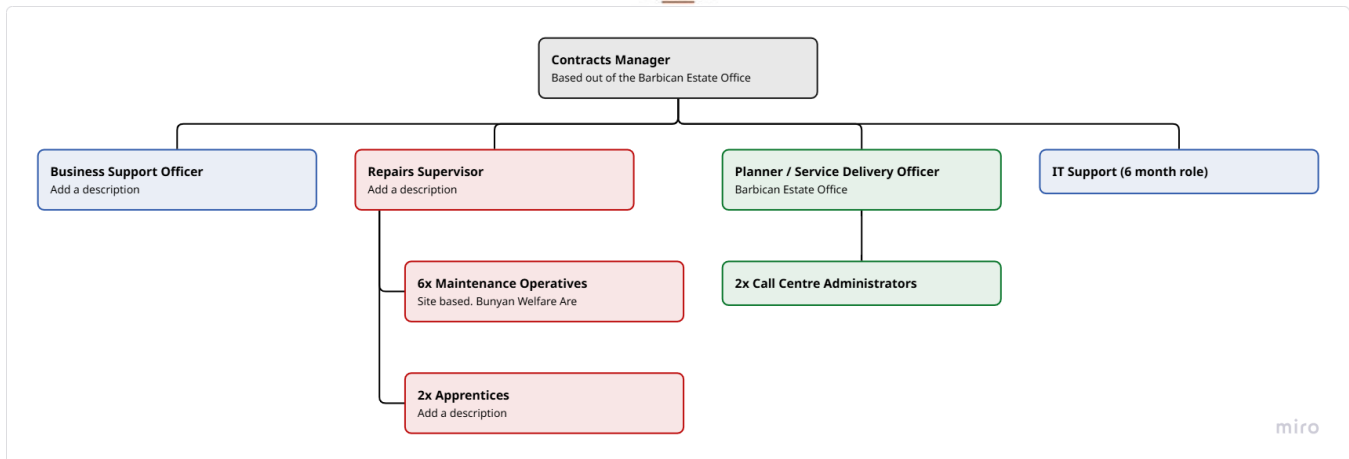
- Repairs Supervisor
- 6 x Maintenance Operatives
- Planner / Resident Liaison

(Contracts Manager and Call Centre Administrators roles already exist)

We would recommend retaining on site staff. We have taken guidance on TUPE from HR and legal, and their advice is that based on the information provided it is likely that the five individuals hold the work status of self-employed rather than employees. Therefore, the Transfer Undertaking (Protection of Employment Regulations) are unlikely to apply. However, regarding the three direct employees, it is very likely that TUPE will apply.

Chigwell's Contracts Manager would take on the Repairs Supervisor responsibilities, retaining the current reporting lines for the Maintenance operatives. The TUPE of Chigwell's planner to the BEO would cover much of the administration required under this model, and they would be supported by the Contracts Administrator, and Property Services Helpdesk.

If individuals chose not to TUPE, there would be a need to ensure that operatives were in place (or being actively recruited) to maintain service continuity. The Repairs Supervisor would act as a working supervisor in the event that extra labour is needed.



Roles and lines of accountability are shown in the above organisational chart. The Repairs Supervisor and Contracts Manager would hold direct responsibility for operational delivery and cost control. The Contracts Manager reports into Head of Property Services.

Apprentices

Adding apprentices to the team brings both immediate and long-term strategic value. From a cost-efficiency standpoint, apprentices provide flexible, cost-efficient labour resource that can be deployed alongside qualified operatives on double handed jobs. This reduces the need to assign two fully qualified staff, which is a direct cost saving, and improves resources. Operatives can also delegate tasks which would increase productivity, and reduce job duration, limiting inconvenience to residents. During the course of their training, once certain milestones are hit, they could be deployed flexibly across reactive and planned works, feeding into resource planning and operational resilience plans. Beyond the immediate gains, the apprentices would feed into succession plans, preventing loss of Barbican specific knowledge and allowing the cultural norms and the Barbican way of working to be installed. It also aligns with wider social value commitments.

Examples of works completed by this team:

- General building repairs
 - Minor concrete repairs (where it doesn't interfere with listing), repairs to fencing and gates, path and paving slab repairs, ventilation cleaning.
- Carpentry and Joinery
 - Door and frame replacements (non-fire doors). Basic timber repairs, window sashes and fixtures.
- Plumbing
 - Pipework and valve replacement, Blocked waste stacks, leak detections and remedial works.
- Electrical
 - Electrical testing, remedial works, troubleshooting and function testing, rewiring and installations, door entry systems



- Glazing
 - Single- and double-glazed unit replacements, sealant replacement, beading replacement
- Decoration
 - Minor decoration works following repairs, redecoration to communal areas when required (not including large internal/external redecoration projects)
- Ironmongery and fixtures
 - Handrails, banisters, balustrades, lock changes, window/door fixtures.
- NOT INCLUDED:
 - Fire safety systems, water hygiene, asbestos remediation, lifts, roofing, drainage, structural waterproofing, active and passive fire-stopping,

Specialist Contractors

There are works allocated to Chigwell which are sub-contracted to specialists. Some works are of such a specialist nature that it is not cost effective to bring them in house. All these types of work will be subject to comprehensive market testing.

We will still require expert contractors, such as:

- Scaffolding
- Stonework and Masonry
- Plant Mechanical and Electrical
- Fire Stopping / Passive Fire Protection
- Asbestos

Supply Chain

Most of the materials required can be purchased from local suppliers (City Hardware, M&O Plumbing) which are all local to the estate. However, some components (such as some of the door and window mechanisms) are bespoke and need specialist suppliers. The BEO is working with Chigwell to obtain their current supplier list; in addition, work will be undertaken to build a comprehensive supplier list that complies with the estate's needs and listed status.

Materials can be delivered to site, or collected from local suppliers. In the event that materials need to be collected, Elkins have agreed that they can facilitate the collection and delivery of these materials to the Barbican Estate at a markup of 12%.

Each operative will be assigned an initial stock that will be tracked using Civica CX Workforce. As materials are used, an order will be automatically sent to the supplier for collection once the materials come in. This ordering process should improve first time fix rates, and prevent any delay in payment to suppliers.



For large or bespoke orders, a pre-paid top up card will be obtained and would be used to buy the materials required. This will be used only by the management team.

Day-to-day purchasing will be the responsibility of the Repairs Supervisor and the Planner, working together to ensure that required labour and materials are available to complete works. Both will be overseen by the Contracts Manager. Monthly spending reviews will be conducted, with appropriate purchasing limits in place.

Conversations will be held with local suppliers to explore the possibility of establishing exclusive supply agreements and preferential rates. These arrangements would enable the development of a bespoke supply chain, providing faster access to materials and potentially reducing material costs. Suppliers would benefit from the opportunity to promote themselves as the exclusive supplier for the Barbican Estate, enhancing their profile and market standing. This increased visibility would also strengthen our position when negotiating further cost efficiencies. Any agreements reached would be subject to an annual review to ensure they remain fit for purpose and continue to deliver value.

Works Management System

The works management system is going to be central to the operation of this service, getting the right system is imperative. The options available on the market have been reviewed. Below is a table highlighting the core considerations and how each system meets those goals.

	Civica Mobile Workforce	ROCC Core	MRI Repairs (AccuServ)	Esuasive (D365)	EVO
Scheduling and Resource Planning	✓ Dynamic scheduling	✓ Dynamic scheduling	✓ Dynamic scheduling	✓ Dynamic scheduling	✗ Live appointment times
Costs and productivity tracking	✓ KPIs, analytics, dashboards,	✓ KPIs, analytics, dashboards	✓ Time, costing tools, ✗ KPIs, analytics, dashboard	✓ Time costing, analytics. ✗ KPIs, analytics, dashboard	✓ Time costing, analytics. ✗ KPIs, analytics, dashboard
App for operatives	✓ Bespoke app	✓ Bespoke app	✓ Bespoke app	✓ 3rd Party App	✗ Web based app
Stock materials and Management	✓ Stock control, automated ordering, audit reports	✓ Stock control ✗ Not automated ordering, manual audit	✓ Stock control, Audit reporting ✗ Not automated ordering,	✓ Additional add-on required.	✓ Basic stock control only



	Civica Mobile Workforce	ROCC Core	MRI Repairs (AccuServ)	Esuasive (D365)	EVO
Resident Communication	✓ CRM grade, notifications, two-way email / SMS / portal	✓ Notifications, Email/ SMS/ Portal	✗ Additional module	✓ Notifications, Email/ SMS/ Portal	✓ Resident app
Integration with Civica Housing (wider BEO access)	✓ Native Model	✗ API required	✗ API required	✗ API required	✗ API required
Integration with City of London finance systems	✓ Already integrated	✗ API required	✗ API required	✗ API required	✗ API required

Based on the above analysis, the best option is Civica CX Contractor Workforce. This off-the-shelf system provides the best service across multiple areas. It is also a native bolt-on to the Civica Housing Management System, and would negate the need for an Application Programming Interface (API). An API would present significant challenges in terms of upfront development time, cost, and ongoing maintenance, as evidenced by the ongoing attempts to integrate Civica with BigChange, which began in February and is still not fully functional. Any new system would also need to be integrated with the City of London's finance system (CBIS) for financial reporting. This would be a costly and complex for the reasons stated above.

Conversations with Spike have confirmed that Civica CX Contractor Workforce would be able to effectively integrate the two systems to further improve the delivery and reporting of the repairs service.

Civica CX Contractor Workforce provides the following:

 Job Management Quotes Job Entry Job Progression Satisfaction Surveys Inspections Mobile Working Financial Completion Invoicing	 Resource Management Scheduling Appointments Subcontractors Internal Resources Timesheets Gang & Paired Working Performance Management	 Materials Management Stores & Stock Control Material Requisitions P/Orders & GRNs Expediting Orders Purchase Cards P/Invoices eTrading	 Job Costing Cost/Income Comparison Commitments/Accruals Labour Rates & Costs Overhead Recovery Cost Adjustments Performance Budgets
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How blocks will be charged

To ensure accurate charges are applied to each block, Civica CX Mobile is a real-time app that all operatives will use to record their time on site and the materials used. This will be linked to the



correct block (via the individual address, or the block in general) via the individual job number. This will function identically to the way costs are currently recorded in Civica now. We acknowledge there will be occasions where recharging the landlord will be appropriate.

Modernisation of the Bunyan Car Park Welfare Area

To comply with Fire Risk Assessment needs, we will also be renewing the Bunyan Car Park Welfare Area. This will include a larger purpose-built storage facility, enabling safer storage of materials, tools, and equipment. The increased capacity will allow for a greater range of stock to be held on site, improving first time fix rates and reducing delays by material shortages or lead times. It will also enhance working conditions for operatives, providing improved facilities. These improvements strengthen overall service delivery for the in-house maintenance team.

Cost Analysis

- Salary Costs
- Tools and Equipment
- Materials and Spares
- Systems Salary Costs

To ensure salaries would be in line with industry standards, three specialist recruiters were approached and asked to provide estimated salary costs for the roles that would be hired. Below is a list of associated costs for the first year of hiring and the estimated ongoing annual costs. These costs may be subject to slight change, dependent on TUPE or other market conditions.

PARTICULARS	VACANCIES									
	Commercial Plumber	Commercial Electrician	Carpenter	Multi Trader x3	Apprentice Plumber	Apprentice Electrician	Planner	Business Support Officer	Repairs Supervisor	ICT support officer (6 months consultant)
Hourly Wage	£ 24.18	£ 25.64	£ 21.98	£ 22.71	£ 13.74	£ 12.09	£ 16.12	£ 16.12	£ 28.75	£ 42.86
Gross Salary	£ 44,000.00	£ 46,666.67	£ 40,000.00	£ 41,333.33	£ 25,000.00	£ 22,000.00	£ 29,333.33	£ 29,333.33	£ 52,333.33	£ 78,000.00
Employer National Insurance Cost	£ 5,850.00	£ 6,250.00	£ 5,250.00	£ 5,450.00	£ 3,000.00	£ 2,550.00	£ 3,650.00	£ 3,650.00	£ 7,100.00	
Employer pension Contribution	£ 9,240.00	£ 9,800.00	£ 8,400.00	£ 8,680.00	£ 5,250.00	£ 4,620.00	£ 6,160.00	£ 6,160.00	£ 10,990.00	
Recruitment agency cost	£ 6,600.00	£ 7,000.00	£ 6,000.00	£ 6,200.00	£ 3,750.00	£ 3,300.00	£ 4,400.00	£ 4,400.00	£ 7,850.00	£ 11,700.00
Holiday Pay (excluded from final costs)	£ 4,869.57	£ 5,164.69	£ 4,426.88	£ 4,574.44	£ 2,766.80	£ 2,434.78	£ 3,246.38	£ 3,246.38	£ 5,791.83	
Training cost & Overheads	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	
Total Hiring Cost	£ 74,059.57	£ 78,381.36	£ 67,576.88	£ 209,213.32	£ 43,266.80	£ 38,404.78	£ 50,289.71	£ 50,289.70	£ 87,565.16	£ 44,850.00
Total Hiring cost for all posts	£743,897.28									
Ongoing Costs	£65,709.57	£69,631.36	£59,826.88	£185,363.32	£37,766.80	£33,354.78	£44,139.71	£44,139.71	£77,965.16	
Total Ongoing cost for all posts	£617,897.28									

*Expected to increase around 2.5% per annum

Tools and Equipment

One key area of consideration is issuing employer-owned standardised tool kits instead of expecting operatives to supply their own. Firstly, it is a useful recruitment tool, as fewer than 15% of Facilities Management employers provide full tool kits, making the CoL more attractive as an employer. This is particularly important to apprentices, where being able to afford tools is a huge barrier to entry. Additionally, it would give better auditable calibration schedules, PAT records, and PUWER documentation. It would also give more flexibility and operational continuity, as matching cordless platforms would mean that batteries, chargers, and spares would be interchangeable across the team.



Initial outlay costs would be relatively high, but would set a benchmark of readiness on day one. Some argue that tradespeople take care of tools they own and pay for. However, it is considered that breakage and theft correlate more with storage and tracking than ownership. Asset tagging, accountability, and implementing a system whereby breakage through negligence meant that operatives would need to replace the item would mitigate this. Any tools purchased by the City will be left on site in the event an operative were to leave. Any missing items would be recharged.

Year	Plumber	Electrician	Carpenter / Multi-Trader x4	Apprentices x 2	Total	Notes
1	£2,500	£2,500	£15,000	£1,250	£21,250	Full Kit issue including specialist tools for plumber and electrician
2	£400	£200	£3,000	£1,250	£4,850	Recurring PPE, calibration and hand tool attrition.
3	£500	£300	£3,500	£600	£4,900	Recurring PPE, calibration, and hand tool attrition, plus replacement of batteries for cordless tools
4	£500	£300	£5,000	£800	£6,600	Recurring PPE, calibration, and hand tool attrition, plus replacement of some shared assets (ladders, tool caddies etc)
5	£2,750	£2,750	£16,500	£1,250	£23,250	Five – year overhaul. All the above if necessary

Materials and Spares

Chigwell have been on site since April 1st, 2025. Their expenditure on materials is reportedly roughly £6,000 a month. This is expected to increase in winter by roughly 30%, so the estimated annual expenditure on materials is £7,800. The figures below have been adjusted for inflation based on BCIS figures.

Year	Costs
1	£ 93,600.00
2	£ 97,718.40
3	£ 101,529.42
4	£ 104,981.42
5	£ 108,655.77
Estimated 5-year costs	£ 506,485.00

Works Management Systems

The options for the works management systems were considered earlier in this paper. The costs have also been considered. Some costs are not available from the supplier's website, and so other sources have been used. (Prices based on 20 users). Some costs are estimated, based on reasonable day rates and using market standard implementation timelines.



	Civica Mobile Workforce	ROCC Core	MRI Repairs (AccuServ)	Esuasive (D365)	EVO*
Set up Fees	£ 66,272.00	£ -	£ 25,000.00	£ 28,000.00	£ -
Process/ workflow customisation		£ 17,000.00	£ 17,000.00	£ 17,000.00	£ 17,000.00
Integration Fees (Civica and CBIS)		£ 35,000.00	£ 35,000.00	£ 35,000.00	£ 35,000.00
Annual fees	£ 38,328.00	£ 34,200.00	£ 74,690.00	£ 5,760.00	£ 57,137.00
Estimated 5-year costs	£ 219,584.00	£ 257,200.00	£ 525,140.00	£ 114,560.00	£ 394,822.00

*EVO charges per job, not per user. Based on 2024-2025 repairs data

Based on the above, Civica CX Mobile Workforce is a very competitive price.

Final 5-year estimate

	Salaries	Tools and Equipment	Materials	Systems	Specialist Works / Risk Contingency	Annual Audit	Total
Year 1 (Mobilisation)	£ 743,897.28	£ 21,250.00	£ 93,600.00	£ 66,272.00	£ 200,000.00	£ 4,400.00	£ 1,129,419.28
Year 2	£ 617,897.28	£ 4,850.00	£ 97,718.00	£ 38,328.00	£ 150,000.00	£ 1,875.00	£ 910,668.28
Year 3	£ 633,344.71	£ 4,900.00	£ 101,529.00	£ 38,328.00	£ 155,850.00	£ 1,875.00	£ 935,826.71
Year 4	£ 649,178.33	£ 6,600.00	£ 104,981.00	£ 38,328.00	£ 161,148.90	£ 3,500.00	£ 963,736.23
Year 5	£ 665,407.79	£ 23,250.00	£ 108,656.00	£ 38,328.00	£ 166,789.11	£ 1,875.00	£ 1,004,305.90
Total 5-year costs	£ 3,309,725.39	£ 60,850.00	£ 506,484.00	£ 219,584.00	£ 833,788.01	£ 13,525.00	£ 4,943,956.41
Chigwell Contract Value							£ 5,470,000.00
5 Year Saving							£ 526,043.59

Risk Register

Risk Category	Risk	Likelihood	Impact	Mitigation	Owner
Service Continuity	Loss of service during transition.	Medium	High	Clear implementation timelines and plans Strong business continuity plan Backed up by an emergency contractor (Elkins)	Contracts Manager
HR / TUPE	TUPE dispute, challenge, or staff refusing transfer	Medium	High	Early legal review Formal consultation Constant consultation with HR Transparency	Contracts Manager / HR Business Partner
HR / TUPE	Post transfer staff attrition / skills mismatch	Low	Medium	Operative buy in Incentivisation / Learning and Development Future proofing. Bringing in apprentices Recruitment contingency plans	Contracts Manager / Repairs Supervisor
Supply Chain	Delays in sourcing critical spares or materials	Medium	High	Critical Spares List Buying contractors critical spares Pre-start stock take to identify gaps. Supply chain set up prestart Secondary & tertiary suppliers	Contracts Manager / Repairs Supervisor
Cost Control	Cost overspends vs business-case estimates	Medium	Medium	Monthly cost-tracking dashboard Quarterly forecasting	Contracts Manager / Service Charge Manager
Cost Control	Inflationary pressure on labour and materials	Low	Medium	Multi year framework pricing & early forecasting Yearly benchmarking Strong procurement strategy	Contracts Manager / Service Charge Manager
Resident Relations	Resident dissatisfaction will impact resident relationships with the BEO	Medium	High	Resident engagement plan KPI reporting Continuous feedback and improvement loop	Contracts Manager / Head of Resident Services
Culture Control	Resident dissatisfaction leads to breakdown in local trust, higher complaints, and operational pressure on frontline staff.	Medium	Medium	Expectation setting Cultural induction Performance-linked probation Team building & Bringing employees on the Journey	Contracts Manager / Repairs Supervisor
Technology	Failure of Civica system integration or underperformance	Medium	High	System stress testing Manual fallback procedures / continuity plans Dedicated ICT support Quarterly data audits	ICT Lead / Contracts Manager



Health and Safety / Compliance	H&S breach or compliance failing resulting from inadequate training.	Low	High	Site-specific induction Full suite of H&S training. Site-specific RAMS completion Monthly H&S audits including external Compliance monitoring	Head of H&S / Repairs Supervisor
Health and Safety	Failure to identify relevant H&S requirements	Low	High	Meet with Head of Health and Safety for DCCS Review CoL H&S policy to ensure we're fully adhering to requirements	Head of H&S / Contracts Manager
Labour Market Volatility	Wage inflation, recruitment difficulties.	Medium	Medium	Benchmark pay to ensure competitiveness Annual staff surveys. Backed up by specialist recruitment consultant	HR Business Partner / Contracts Manager
Legal / Insurance Exposure	Liability exposure from becoming direct employer	Low	High	Legal risk review Confirm all insurances are in place and adequate. Compliance is continually reviewed	Insurance Teams, Legal Teams, and Contracts Manager
Strategic Failure	Long term failure to meet performance goals or justify insourcing.	Low	High	First year continuous monitoring. Annual External audit & resident survey KPI-driven performance monitoring, with minimum performance triggering actions. Exit strategy	Contracts Manager / Delivery Board
Listed Building Consent	Failure to comply with LBC requirements or heritage regulations.	Low	High	Pre-works planning process All staff to be given guidance and training on heritage requirements. All proposed changes to be reviewed by BEO technical staff for heritage alignment Keep a catalogue of approved materials / approved suppliers	Contracts Manager
Delays in Sourcing Spares and Materials due to Payment Processing Times	Slow payment of supplier invoices may result in suppliers withholding goods or delaying fulfilment of orders, which could impact service delivery times and completion of repairs.	Low	High	Monthly suppliers check ins Regular reconciliation between BEO and Accounts Payable Clear payment terms with suppliers Civica process to be ready day one.	Contracts Manager / Repairs Supervisor



Pre-start Assurances

Business Continuity Plan

A business continuity plan will be developed and in place to address immediate, short-term risks that impact our ability to deliver day-to-day functions. It will include a risk register along with continuity actions to ensure we can continue to function. All staff will be fully briefed on the BCP, and drills will be done to ensure day one readiness. This will include:

- Workforce Disruption
- Systems Failures
- Communications Failures
- Premises / Welfare Disruption
- Stock and Tools Issues
- Weather and Environmental Disruption

Repairs Policy and Process Map

A full repairs policy with repair workflow will be prepared and shared with residents to ensure that all residents are confident on how to report a repair and the process from report to completion. This will include post-inspection and customer satisfaction. This is to ensure that residents and staff fully understand what is expected how to escalate if something is not going to plan and will be provided before go-live.

Procurement Policy and Process Map

A full procurement policy will be developed in line with the relevant colleagues to ensure we are purchasing materials and tools through a controlled and compliant process that demonstrates value for money and is operationally ready. We will confirm all sourcing routes, supply chain agreements, and specifications align with City policies, legislative requirements, and service delivery needs. This will mitigate risks of supply delays, cost overruns, or potential delays from delayed payment.

Civica Implementation Roadmap

By the time this paper goes to RCC and BRC, the BEO will have a full timeline of delivery for the Civica system, along with roles and responsibilities and a risk register.

Condition Survey

To ensure any issues with assets are documented and picked up prior to In-house model beginning and give assurances on assets that are currently compliant and in good working order. This will also assist in further PPM activities which this team can facilitate.



Health and Safety File & Induction Pack

Site-specific induction will be conducted, with necessary H&S training (asbestos, confined spaces, working at height etc). A RAMS library and COSHH register will be completed. Work to make the welfare area fully compliant will be undertaken, if required.

Communication and Escalation Protocol

Clear communication will be provided to residents and stakeholders, including clear escalation and ownership details. A mechanism for feedback will be provided, particularly in the early stages of this process.

Commitment to Quarterly internal and Annual external ISO 9001 audit

Audits will be undertaken to ensure that the in-house teams' processes meet a appropriate standard. This will provide objective assurance and a defensible, audit-backed statement that can be relied upon.

KPI and SLA assurances

The Service Level Agreements and Key Performance Indicator targets within the leases will be reviewed to ensure that these targets are met or exceeded.

A suite of KPIs will be developed with this team to ensure tracking of:

- Service Delivery (productivity & quality)
- Spend
- Resident satisfaction
- These will need to be broken out further.

Exit Strategy

Whilst there is strong confidence that the insourcing model will enhance service delivery for residents, we have a contingency plan should the model not meet expectations.

In such an event, the fallback strategy would involve the re-procurement of a fully outsourced model. Existing tender documentation could expedite this process, though updates would be required to align with the revised scope and current market conditions. A new, bespoke schedule of rates, developed in collaboration with a Quantity Surveyor, is advised.

The estimated timeframe for procurement and mobilisation is 12–18 months. During this period, service continuity could be maintained either by continuing the in-house model (with improvements), or via the Lot 3 Repairs and Maintenance contractor (Elkins), subject to confirmation of capacity and terms.



A structured review mechanism will be introduced to assess performance and trigger fallback activation if necessary.

Delivery Board

To ensure oversight and accountability, a Delivery Board will be established. This board will provide structured governance throughout the planning and mobilisation of the in-house team to ensure delivery in line with KPIs, financial integrity, and resident satisfaction.

The delivery board will meet monthly and will include:

- Head of Property Services
- Contracts Manager
- Service Charge Manager
- Resident Representative (x5)
- Ad Hoc subject matter experts or senior officers

The board's remit will include:

- Reviewing performance against KPIs and SLAs
- Monitor budget and cost control.
- Track resident satisfaction.
- Overseeing risk, compliance, and health and safety

In House Maintenance Team – Task and Finish Group Terms of Reference

The Task and Finish Group (TFG) has been established to support the successful mobilisation of the In-House Maintenance Team. The group will provide structured resident consultation, monitor progress against agreed deliverables, and identify areas for improvement. The group will act as a non-decision-making body, informing and advising the BEO. It will ensure that delivery remains aligned with KPIs and SLAs, financial integrity, compliance obligations, and resident expectations.

Objectives

- Provide a forum for residents to share feedback and raise concerns related to the mobilisation and delivery of the In-House Maintenance Team.
- Monitor progress against mobilisation milestones, KPIs, and SLAs.
- Review budget adherence during mobilisation and delivery to support cost transparency and value for money.
- Oversee key risks to delivery and ensure these are appropriately recorded and mitigated.
- Keep an ongoing record of all actions taken to support continuous improvement. Detailing solutions implemented and improvements achieved.



- Prepare a final report that consolidates the work of the group, detailing completed actions and outcomes to be made available to residents.

Scope

The TFG does not have decision making authority. It will focus on:

- Receiving performance, financial position, risk profile, and resident satisfaction updates
- Reviewing operational data, such as repairs data, productivity data, and any complaints.
- Monitoring communications and resident engagement to ensure timely and clear information is provided.
- Raising concerns from residents to relevant officers for formal review or action
- Tracking risks and mitigations associated with service delivery.
- Identifying improvement opportunities, based on lived resident experience.

Limitations of the scope:

- The Board will not manage day-to-day operations, staffing decisions, wider contract management, or direct financial authorisations.
- The Board will not adjudicate individual service complaints or intervene in ongoing casework. These should be routed through existing service channels.

Membership

The TFG will comprise BEO officers and resident representatives, ensuring a balance of technical, strategic, and end-user perspectives.

- Chair – Head of Property Services
- Operational Lead – Contracts Manager
- Financial Oversight – Service Charge Manager
- Resident Engagement – 5 x Resident Representatives (from different blocks across the estate).

Subject matter experts (e.g. ICT, H&S, HR) or senior officers (Director of Property and Estate Management) may attend on an ad hoc basis as required.

Meetings and Reporting

- The group will meet quarterly.
- Meeting agendas will be circulated at least five working days in advance.
- Summary notes will be shared with the wider resident community via House Groups and the Barbican Estate Office.
- Key concerns raised will be formally recorded and communicated to the BEO for response and potential action.



Responsibilities and Conduct

- Members will act as a conduit for resident concerns while recognising the consultative nature of the group.
- Discussions will remain constructive and focused on solutions not operational detail.
- Members will respect confidentiality where required and ensure that information is communicated accurately to residents.
- The regularity of comms to all residents is to be continually reviewed and increased/decreased at the discretion of the group depending on which phase of the mobilisation or delivery we are in.

Review and Closure

- The effectiveness of the group will be reviewed periodically by the BEO.
- Terms of Reference may be revised by the Chair in consultation with the TFG, based on evolving needs and delivery phase.
- The group will remain in place for the duration of the mobilisation, and for one year after to monitor the first year of delivery, and will be disbanded upon conclusion of the first-year external audit and final report.
- Supervision will return to business as usual with the Director reporting to the reporting committee.

This steering group ensures that residents have a structured and meaningful way to engage with the mobilisation and delivery of the In-House Maintenance team while maintaining clarity around roles and decision-making authority. It aims to facilitate effective communication, resident involvement, and a smoother experience for all affected households.



Implementation Timeline

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26
Business Case Development & Agreement														
Contract Close Out														
HR & TUPE														
Asset Verification / Condition Survey														
System Build / IT Readiness														
H&S Mobilisation														
Go-Live														
Stabilisation														
Post-Implementation Internal Audit														
External Audit*														

*External audit to be concluded annually in March from 2027 in line with Resident Repair Survey