

|                                                                                                            |                                                      |
|------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| <b>Committee(s):</b><br>Barbican Estate Residents Consultation Committee<br>Barbican Residential Committee | <b>Dated:</b><br>3 November 2025<br>17 November 2025 |
| <b>Subject:</b><br>Repairs & Maintenance (Lot 2) – In-House Updates                                        | <b>Public</b>                                        |
| <b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>provides statutory duties</b></li> </ul> | Providing Excellent Services                         |
| <b>If so, how much?</b>                                                                                    | N/A                                                  |
| <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 – Director of Property & Estate Management                            |                                                      |

### Summary

This report updates Members on the implementation of the in-house repairs service following Barbican Residential Committee (BRC) approval. The Barbican Estate Office (BEO) is adopting a phased approach to ensure continuity of service, effective management of resources, and a smooth transition.

Two distinct phases have been identified to support the successful transition:

- Phase One: Managing the handover between Chigwell and Elkins to ensure services continues uninterrupted following Chigwell's departure.
- Phase Two: Developing the BEO's internal capability in a considered and structured way, ensuring adequate time, staffing, and systems are in place before full implementation.

An open resident meeting has been scheduled at St Giles Church to discuss the approach, share key milestones, and gather resident feedback. This is the first of a series of engagement sessions on this topic.

### Recommendation

Members are asked to:

- Note the contents of the report.

## **Main Report**

At its previous meeting, the Barbican Residential Committee (BRC) approved the proposal to bring the repairs and maintenance service in-house following Chigwell's resignation. The BEO believe this is an opportunity for strengthening service quality, accountability, and resident satisfaction.

Officers have undertaken detailed planning and engagement to ensure the transition is delivered safely, transparently, and efficiently, without disruption to ongoing repairs or compliance obligations.

To achieve this, the BEO has developed a phased implementation model that allows both the outgoing contractors and the new internal teams to work in alignment during the transition period.

### **Phase One – Transition and Continuity**

To manage the transfer of operational responsibility between the current contractors (Chigwell and Elkins).

Key features include:

- Ensuring service continuity throughout the transition, with no gap in emergency or responsive repair provision.
- Retaining existing contractor support while new internal capacity is established.
- Conducting a detailed handover and data transfer process, including outstanding works orders, compliance records, and material inventories.
- Implementing interim management oversight to ensure resident enquiries, complaints, and escalations continue to be managed effectively.
- Providing a clear communication plan for residents, including information on who to contact during the transition.

This approach provides stability while safeguarding service quality and ensuring that lessons from the outgoing contracts are captured and applied to the new model.

### **Phase Two – Establishment of the In-House Model**

- Developing the organisational structure to support delivery, including management, supervision, administration, and technical functions.
- Recruiting and onboarding appropriately qualified staff to deliver a professional and accountable service.
- Designing and implementing robust systems for job tracking, materials management, and quality assurance.
- Ensuring full compliance with health and safety legislation, financial controls, and governance standards.
- Engaging residents throughout the process to set clear expectations and maintain transparency.

This measured approach ensures the new model is fit for purpose from day one and ensures:

- Residents continue to receive reliable services during the transition, avoiding disruption.
- The BEO can test, refine, and stabilise systems before full rollout.
- Time is allocated to ensure the right people, skills, and resources are in place to deliver consistently high standards.
- Residents will receive regular updates through meetings and published reports, including the open meeting at St Giles Church.
- The BEO assumes direct responsibility for service outcomes, improving oversight and responsiveness.
- Lessons learned from existing contracts will inform more efficient working practices and resource use.

### **Next Steps**

- Continue detailed planning and data handover with existing contractors.
- Finalise staffing, governance, and process frameworks for the in-house service.
- Present phase 2 implementation plan and timeline to the February 2026 RCC/BRC.
- Incorporate resident feedback from the St Giles meeting and other planned engagement sessions into final preparations.

## **Appendix**

### **Appendix 1 – Phase 1 Implementation**

Contact: Daniel Sanders – [dan.sanders@cityoflondon.gov.uk](mailto:dan.sanders@cityoflondon.gov.uk)

**Daniel Sanders – Director of Property and Estate Management**