

Committee(s): Barbican Estate Residents Consultation Committee Barbican Residential Committee	Dated: 3 November 2025 17 November 2025
Subject: Barbican Estate Office – Organisational Chart	Public
This proposal:	N/A
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Executive Director of Community & Children's Services	For Information
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Summary

This report presents the current organisational structure of the Barbican Estate Office (BEO) following the recent service review and realignment. It reinforces that this is the current working structure, reflecting the breadth and complexity of services delivered to residents across the Barbican Estate. The structure will be subject to annual review and refinement to ensure it remains fit for purpose as the organisation continues to evolve.

- It was agreed following the BEO Review and Altair Report that the BRE should have a dedicated accountable Director. Previously the role had been shared across the BRE and all other Corporation housing.
- It was also agreed on the recommendation of the new Director and in line with the Altair report that Property Services should move away from the shared service model with other `Corporation housing to form a dedicated workforce for the BRE.
- The implementation of these decisions, which RCC were consulted upon and BRC approved, took place during the last 12-18 months leading us to the emerging organisation structure we are presenting today.

The accompanying appendix (Appendix 1 – BEO Organisation Chart) illustrates the full scope of the teams within the BEO, including Resident Services, Property Services, and Finance. It demonstrates the range of operational, technical, and engagement activities undertaken to maintain the Barbican Estate and support its community.

In Q1 2026, the BEO will further develop this work through the publication of a Resident Communication Strategy, designed to accompany the organisation chart and set out how the office engages effectively and transparently with residents.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

- **Background**

Following a period of organisational review and recruitment across several key positions, the Barbican Estate Office (BEO) now operates under a refreshed management and service structure. The new model aligns with the City Corporation's wider objectives for improved governance, accountability, and resident experience.

While some aspects of the structure remain in transition, it represents both the current operational model and the aspirational vision for how the BEO will deliver services as the organisation stabilises and matures through 2026.

- **Current Structure**

The Barbican Estate Office is led by the Director of Property and Estate Management and comprises three principal teams:

- Resident Services – responsible for frontline delivery, estate presentation, resident engagement, complaint management, and quality assurance.
- Property Services – overseeing all infrastructure, maintenance, projects, and compliance across the estate. This team ensures that mechanical, electrical, and building systems are maintained safely and efficiently, including the delivery of major works programmes.
- Finance – ensuring financial control, transparency, and reporting across all service charge and revenue streams, including arrears management, budgeting, and resident support.

This structure recognises the interdependence of operational, technical, and financial functions and is designed to provide clear accountability and communication channels within the BEO.

- **Breadth of Work**

As shown in Appendix 1, the BEO's work encompasses a wide range of functions essential to the day-to-day operation and long-term stewardship of the Barbican Estate. These include:

- Service charge management and financial reporting
- Planned and reactive maintenance
- Resident communications and engagement
- Health & Safety compliance and inspections
- Commercial partner and contractor management
- Quality assurance, complaints handling, and escalation processes
- Delivery of estate-wide soft services (cleaning, parking, concierge)
- Capital projects and improvement works

The scale and variety of these functions illustrate the complexity of managing an estate of this size and architectural significance. The organisational chart is therefore both an operational tool and a statement of intent regarding the BEO's ambition to deliver a consistently high-quality service to residents.

• **Continuous Improvement and Annual Review**

It is recognised that not all aspects of the structure or listed responsibilities are yet being delivered to the standards expected by residents or the Corporation. Many team members are newly appointed, and several processes remain under development. The structure is therefore both practical and aspirational providing a framework for improvement over the coming year.

To ensure ongoing alignment with resident needs and corporate priorities, the structure will be reviewed annually. This review will assess performance, capacity, and outcomes to ensure that the BEO continues to deliver effectively and evolves with operational and strategic demands. A big part of this review will be a resident survey to be undertaken at some point in 2026.

• **Resident Communication Strategy (Q1 2026)**

A key next step will be the development of a Resident Communication Strategy, scheduled for introduction in Q1 2026. This strategy will accompany the organisation chart and will:

- Establish clear principles of openness, transparency, and responsiveness
- Define communication standards for frontline and management teams
- Ensure consistent, accessible messaging across all platforms (digital, print, meetings)
- Introduce structured feedback loops to capture resident input and track satisfaction
- Strengthen the link between communication, service delivery, and performance monitoring

An effective communication strategy aims improve resident confidence and enhance operational efficiency by ensuring clarity of information, timely updates, and consistent engagement.

Conclusion

The current BEO organisational chart provides a clear and transparent overview of the structure supporting Barbican Estate operations. It demonstrates the depth and diversity of work carried out daily and the commitment to delivering high-quality services to residents.

While some areas are still developing, the structure represents a strong foundation for improvement and will be monitored, refined, and updated annually to reflect progress and evolving priorities.

The accompanying communication strategy will further embed openness and accountability, ensuring that residents are well-informed, engaged, and confident in the management of their estate.

Appendices

Appendix 1 – Barbican Estate Office Organisational Chart (October 2025)

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