Committee(s): Residents Consultation – For Information Barbican Residential – For Decision	**Dated:** 20/04/2026 11/05/2026
Subject: Repairs Policy	**Public**
This report: Provides the repairs policy for approval.	The report includes information on the Repairs policy
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 Decision**
Report author: Dan Sanders	

Purpose of Report

This report seeks approval from Members for the adoption of the Barbican Estate Repairs and Maintenance Policy as an internal operational framework to support the transition to an in-house repairs and maintenance service.

The policy (attached at Appendix 1) sets out how repairs and maintenance services will be delivered, managed, and monitored across the Barbican Residential Estate. It establishes clear service standards, responsibilities, governance arrangements, and financial controls to ensure a consistent, high-quality, and accountable service.

Recommendations

Members are asked to:

- Approve the Barbican Estate Repairs and Maintenance Policy attached at Appendix 1.
- Note that the policy has been developed to support the transition to an in-house repairs and maintenance service.
- Note that the policy establishes clear service standards, operational processes, and governance arrangements to improve service quality, accountability, and value for money.

Background

The Barbican Estate Office has undertaken a review of how repairs and maintenance services are delivered across the estate, recognising the need for greater control, consistency, and transparency in service delivery.

Following the withdrawal of Chigwell the decision was taken to bring the repairs and maintenance service in-house. This change is intended to:

- Improve responsiveness and service quality.
- Strengthen oversight and accountability.
- Provide better value for money for residents.
- Enable a more proactive and planned approach to maintenance.

The Repairs and Maintenance Policy has been developed to provide a clear operational framework to support this transition and ensure that services are delivered in a structured and consistent way.

Main Report

The Repairs and Maintenance Policy define how the City of London Corporation will manage repairs and maintenance across the Barbican Residential Estate.

It covers:

- Reactive repairs, including emergency, urgent, and routine works.
- Planned and cyclical maintenance.
- Maintenance arising from inspections, servicing, and compliance activities.
- Access arrangements, communication, and resident engagement.
- Quality assurance, inspection regimes, and performance monitoring.
- Financial controls, authorisation processes, and value for money considerations.

The policy applies to all works for which the City is responsible under lease, tenancy, or other arrangements and provides clarity on both City and resident responsibilities.

Key Features of the Policy

1. Clear Service Standards and Prioritisation

The policy establishes defined repair categories (emergency, urgent, and routine) with target response times to ensure that issues are prioritised based on risk and impact.

It also sets expectations for how repairs are assessed, diagnosed, and delivered, with a focus on resolving root causes rather than repeatedly addressing symptoms.

2. Structured Reporting and Communication

Clear processes are set out for reporting repairs, including defined reporting channels and requirements for logging and tracking issues.

The policy also establishes a structured communication approach, ensuring residents are informed of:

- Repair status and priorities.
- Appointments and changes.
- Delays or complexities.
- Outcomes and follow-on actions.

3. Quality Assurance and Inspection Regime

A robust inspection and quality assurance framework is included to ensure that works are completed to the required standard.

This includes:

- Pre-inspections where required to define scope.
- Post-inspections based on value, risk, and performance.#
- Monitoring of contractor and operative performance.
- Corrective action where standards are not met.

4. Planned Preventative Maintenance (PPM)

The policy places strong emphasis on planned maintenance to reduce reactive repairs and extend asset life.

PPM is used to:

- Improve reliability of estate systems.
- Reduce emergency failures and disruption.
- Support compliance and safety.
- Deliver a more efficient long-term maintenance strategy.

5. Financial Control and Governance

The policy introduces clear financial controls, including:

- Defined authorisation thresholds for expenditure.
- Requirements for cost estimates, approvals, and variations.
- Alignment with Section 20 consultation requirements where applicable.
- Audit trails and transparency for service charge expenditure.

These controls are designed to ensure accountability and value for money in the delivery of repairs and maintenance.

6. Resident Responsibilities and Engagement

The policy clarifies the role of residents in reporting repairs, providing access, and supporting service delivery.

It also sets out how resident feedback, complaints, and performance data will be used to improve the service and ensure ongoing accountability.

7. Governance and Ongoing Review

The Barbican Estate Office will:

- Implement and manage the in-house repairs and maintenance service in line with this policy.
- Monitor performance against service standards and key performance indicators.
- Review inspection outcomes, resident feedback, and cost data to drive continuous improvement.
- Update the policy periodically to reflect operational learning, legislative changes, and best practice.

The policy forms part of the wider governance framework for estate management and will be subject to Member oversight where appropriate**.**

Financial Implications

The move to an in-house service is intended to improve value for money through better cost control, reduced duplication, and more efficient delivery of works.

The policy itself does not introduce additional financial commitments but establishes the framework for managing repairs expenditure more effectively and transparently.

Risk Implications

The introduction of this policy mitigates key risks, including:

- Inconsistent or poor-quality repairs.
- Lack of oversight and accountability in service delivery.
- Inefficient or duplicated expenditure.
- Resident dissatisfaction due to unclear processes or communication.

Failure to adopt a structured policy framework could result in reduced service quality, increased costs, and reputational risk.

Conclusion

The Repairs and Maintenance Policy provide a comprehensive operational framework to support the transition to an in-house repairs service at the Barbican Estate.

It establishes clear standards, processes, and governance arrangements that will improve service delivery, strengthen accountability, and ensure better value for residents.

Members are therefore asked to approve the policy to formalise its adoption and support the effective implementation of the in-house repairs and maintenance service.

Appendix

Appendix 1 – Repairs & Maintenance Policy v.7

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