

Repairs and Maintenance Policy

City of London

Barbican Residential Estate

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1. About this Policy

1.1 What this policy is about

This policy explains the repairs and maintenance service the City of London Corporation provides on the Barbican Residential Estate. It sets out the service residents can expect, how repairs and maintenance issues are reported, assessed, and prioritised, and how the City manages work carried out on the Estate. The policy covers repairs and maintenance work for which the City is responsible under the relevant lease, tenancy agreement, transfer arrangement, or other applicable arrangement on the Barbican Residential Estate.

1.2 What this policy covers

This policy covers:

- reactive repairs arising from faults, damage, failure, or deterioration.
- planned and cyclical maintenance
- emergency and make-safe works.
- maintenance and remedial works arising from inspections, servicing, testing, or other compliance activity.

It applies to work affecting the structure and fabric of buildings, common parts, shared areas, estate infrastructure, and those mechanical, electrical and specialist systems for which the City is responsible.

It also applies where access to a flat or other demised premises is needed so that the City can inspect, investigate or carry out work for which it is responsible elsewhere in the building or across the Estate.

1.3 How the service is delivered

Repairs and maintenance may be delivered by in-house teams, external contractors or specialist providers. Whatever the delivery route, the City remains responsible for the overall management of the service.

The City will manage repairs and maintenance in a way that is safe, consistent, cost effective and clear to residents. It will also seek to protect the fabric and character of the Estate, avoid inappropriate materials or methods where heritage or design requirements apply, and minimise unnecessary disruption to residents' homes and living conditions.

1.4 How to read this policy

This policy is intended to give residents a clear and complete picture of how the repairs and maintenance service operates on the Estate.

It should be read alongside the relevant lease, tenancy agreement and any other arrangements that set out who is responsible for particular parts of a property or the Estate.

Where a question arises about responsibility for a particular repair, the City will decide that by reference to the relevant arrangement and the facts of the case.

1.5 Specialist arrangements

Some services and systems are managed through separate specialist arrangements because of their technical, safety or regulatory requirements. Where that applies, those arrangements will govern the detailed operational response.

Even so, this policy still applies to the City's overall responsibilities for oversight, communication, coordination, and service standards. Immediate risks will continue to be treated as emergencies, whether or not the underlying system is managed through a separate specialist arrangement.

2. Key Terms and Responsibilities

2.1 Responsibilities

Responsibility for a repair or maintenance issue will depend on the relevant lease, tenancy agreement, or other applicable arrangement.

In broad terms, the City is responsible for managing repairs and maintenance to those parts of the Barbican Residential Estate for which it is responsible as landlord or service provider. This will usually include the structure and fabric of buildings, common parts, shared services, estate infrastructure, and other retained elements.

Residents also have responsibilities. These help the service run properly and reduce delay, wasted visits and avoidable disputes.

2.2 The City's responsibilities

The City is responsible for managing repairs and maintenance for those parts of the Estate for which it is responsible. This includes:

- ensuring that the Planned Preventative Maintenance schedule for the Estate remains fit for purpose and that it is adhered to.
- logging and assessing repairs properly.
- deciding the priority of a repair based on the information available
- arranging inspection to review and understand requirements of works
- instructing works through the correct channels
- monitoring works as they progress.
- carrying out quality checks as appropriate
- managing contractors and specialist providers
- applying the service, quality and financial controls set out in this policy.
- communicating with residents about repairs for which the City is responsible.
- Ensure works are carried out in line with Health and Safety regulations.
- Treating residents and their homes with respect.

The exact position may differ between blocks, properties, or legal arrangements. Where responsibility is unclear, the City will decide the matter by reference to the relevant arrangement and the facts of the case.

2.3 Residents' responsibilities

Residents are expected to:

- report repairs through the reporting routes set out in this policy.
- provide enough information for the issue to be understood and logged properly.
- provide up-to-date contact details where needed.
- keep agreed appointments where access is required.
- make the area of work accessible and safe to the best of their ability.
- cooperate with reasonable arrangements for inspection, repair, or follow-on works.
- treat staff, contractors, and other residents with respect.

- provide feedback on the repair when requested, so that the service can improve

Where responsibility for a repair rests with the service charge payer or another party rather than the City, the City may advise accordingly but is not required by this policy to carry out the work.

2.4 Service charge payers, subtenants, and other occupiers.

Where a property is occupied by someone other than the service charge payer, such as a subtenant or other occupier, that person may report a repair or provide access where appropriate. However, this does not transfer the service charge payer's legal responsibilities to the City, nor does it prevent the City from dealing with the service charge payer where issues of responsibility, consent, recharge, or other formal matters arise.

2.5 Key terms

For the purposes of this policy:

Term	***Definition***
The City	The City of London Corporation acting in its capacity as landlord of the BRE or service provider in accordance with the relevant lease, tenancy, transfer, or other arrangement applicable to the BRE.
BRE	The residential parts of the Barbican Estate for which the City is responsible.
BEO	The Barbican Estate Office.
Resident	Any leaseholder, City tenant, or other occupier of a property within the BRE.
Service charge payer	The person or entity legally responsible for service charge payments for a property within the BRE.
Tenant	A person occupying a property under a tenancy agreement with the City. This does not include subtenants or other occupiers who do not have a direct legal relationship with the City.
Repairs Desk	The designated point of contact for reporting repairs and maintenance issues through approved channels.
Reactive repairs	Repairs carried out in response to unplanned defects, damage, or failure of building elements, services, or components.
Planned maintenance	Works identified, scheduled, and delivered in advance.
Planned Preventative Maintenance (PPM)	A programme of routine inspections, servicing and maintenance designed to prevent failure and maintain performance.
Emergency repair	A repair required to address an immediate risk to health, safety, security, or the building.
Urgent repair	A repair requiring prompt attention to prevent deterioration, further damage, or significant inconvenience.
Routine repair	A repair that does not present an immediate or urgent risk and can be managed through normal scheduling.
Make safe	Temporary action taken to remove or reduce an immediate risk pending permanent repair.
Statutory compliance	Activity carried out to help ensure that buildings and systems meet legal and regulatory requirements.
Common parts	Areas shared by residents, including corridors, stairwells, plant rooms, and communal spaces.

Demised premises	Areas for which the leaseholder has exclusive possession under the lease.

3. Service Standards

The City is committed to providing a repairs and maintenance service that is safe, reliable, cost effective consistent, and clear to residents. These service standards apply across the services covered by this policy, including reactive repairs, Planned Preventative Maintenance, emergency works, and maintenance arising from inspections, servicing, or other compliance activity.

3.1 How we will assess and manage repairs

In delivering the service, the City will:

- prioritise issues that present a risk to health, safety, security, or the building.
- assess reported issues properly and, where needed, inspect or investigate them before deciding the most appropriate course of action.
- identify the underlying cause of a problem where practicable, rather than just repeatedly treating the symptom.
- resolve straightforward repairs at the first attendance where practicable.
- treat repeated attendances for the same unresolved defect as a recurring repair issue requiring further review (not duplicating call outs for residents).
- manage more complex works in a way that reflects the nature of the issue, including any need for specialist input, approvals, coordination, or materials.

3.2 How work will be carried out

The City will make sure that repairs and maintenance works are carried out:

- safely and effectively
- to an appropriate standard
- by competent persons
- using suitable materials and methods
- with reasonable respect for residents, their homes, and the wider Estate

The City will also minimise avoidable disruption to residents, their homes, common parts and living conditions while works are being carried out.

Where heritage, conservation or design requirements apply, works will be carried out using appropriate materials, methods and finishes, with due regard to the character and appearance of the Estate. Where approvals or consents are needed, this may affect the delivery route or timescale but will not impact the quality.

Where works are carried out within or through a resident's home, staff and contractors attending on behalf of the City will:

- attend in line with notified arrangements.
- carry appropriate identification and identify themselves on arrival.
- treat the home with respect, removing or covering footwear as appropriate.
- maintain reasonable cleanliness while work is underway.
- leave the work area safe and in a reasonable condition on completion.

3.3 How we will oversee and improve the service

The City will oversee the service in a way that supports consistency, accountability, and the proper use of Estate resources. This will include:

- monitoring performance against service standards and targets
- carrying out inspections and quality checks, as appropriate
- reviewing recurring defects, failed repairs and repeat attendances.
- using resident feedback, inspection findings, and complaints to improve the quality and reliability of the service
- reviewing whether a wider or more lasting solution is needed where repeated reactive repairs have not resolved the problem.
- Undertaking trend analysis to pre-empt issues where possible.

4. Repair Priorities and Response Times

Reactive repairs are prioritised according to the level of risk, urgency and impact on residents, the building, and its services. This helps the City deal first with issues that present the greatest immediate risk, while making sure other repairs are handled within a reasonable timescale.

The target times set out below are service standards. They are the times the City will achieve in normal circumstances. Some repairs may take longer where further investigation is needed, access cannot be arranged, specialist advice or materials are required, heritage considerations apply, or the work proves more complex than first appeared.

4.1 Repair priorities

Priority	***Description***	***Target***
Priority 1 – Emergency	Repairs needed to deal with an immediate risk to health, safety, security, or the building	Make safe within 4 hours and complete within 24 hours
Priority 2 – Urgent	Repairs needing prompt attention to prevent deterioration, further damage, or significant inconvenience	Complete within 5 working days
Priority 3 – Routine	Repairs that do not present an immediate or urgent risk and can be managed through normal scheduling	Complete within 20 working days

For the purposes of this policy, working days exclude weekends, public holidays, and any other days when the Barbican Estate Office is closed for normal business.

The examples below are intended as a guide. Each repair will still be assessed on its own facts.

- **Priority 1 – Emergency** may include uncontainable water leaks, serious electrical hazards, complete loss of power affecting safety, insecure entrance doors or other urgent security failures, lift entrapment, failure to the underfloor heating system, and other issues presenting an immediate risk to people or to the fabric of the building.
- **Priority 2 – Urgent** may include contained leaks, partial loss of essential services, faults likely to cause further damage if not addressed promptly, and repairs causing significant inconvenience but not amounting to an immediate emergency.

- **Priority 3 – Routine** may include non-urgent defects, minor repairs, and issues that can safely be managed through normal scheduling without an immediate risk to residents or the building.

Repairs are prioritised based on the information available when they are reported. The priority may be reviewed if further information becomes known, if an inspection identifies a different level of risk, or if circumstances change after the repair has been logged.

The City may also review or adjust how a repair is handled where the circumstances, risk profile or potential for deterioration justify earlier attendance or a different delivery route.

4.2 Assessing repairs

Some repairs can be completed at the first attendance. Others will need an initial visit so that the issue can be inspected, the cause confirmed, the area made safe, or the scope of further work identified.

Reported repairs will be assessed by appropriately trained staff, having regard to the information provided, the apparent level of risk, and any relevant access needs, communication needs or reasonable adjustment requirements identified at the point of triage.

Where practicable, the City will identify the underlying cause of a reported issue at the earliest stage so that the repair can be dealt with properly rather than just repeatedly treating the symptom.

A first visit may therefore be used to:

- inspect or diagnose the problem.
- confirm the work needed.
- identify whether specialist input, materials, approvals, or access arrangements are required.
- take immediate steps to reduce risk or prevent further deterioration.

Where a repair cannot be completed at the first visit, the City will arrange the next steps according to the nature and priority of the issue.

4.3 Follow-on works and complex repairs

Some repairs need more than one visit. This may be because additional materials are needed, specialist contractors need to be appointed, access is required to other properties or shared services, or further investigation is needed before the full scope of work can be confirmed.

Some repairs are also more complex and may take longer to resolve. This may be the case where the work requires specialist expertise, coordination across more than one property or service, heritage or technical approvals, or more detailed investigation before the right solution can be confirmed.

Where this happens, the City will manage the repair in a way that reflects the nature of the issue and will keep affected residents informed of the next steps.

A repair being classed as complex does not mean it will not be progressed. It means that it may need to be managed differently in order to reach a safe, appropriate, and lasting outcome.

4.4 Emergency and make-safe works.

Where an issue presents an immediate risk to health, safety, security or the building, the City will act as quickly as practicable to make the situation safe. This may involve temporary works or other immediate measures to reduce the risk.

Emergency attendance or make-safe works do not necessarily amount to a permanent repair. They are intended to stabilise the situation and prevent immediate harm or further damage. Where emergency attendance results in make-safe action only, any necessary follow-on repair will be logged by the responder for further action within 24 hours. If, after make-safe actions, these works are

reclassified as Priority 2 the resident will be told the next step and current repair status as soon as practicable.

Out-of-hours emergency repairs are managed by on-site Duty Managers through the City's out-of-hours arrangements. The out-of-hours service is for emergencies only. Its purpose is to make a situation safe and deal with any immediate risk to people, property, or the building. It does not provide a full repairs service, and permanent repairs or follow-on works will normally be arranged through the usual repairs or maintenance process during normal working hours.

5. Reporting a Repair

5.1 Authorised reporting routes

Repairs must be reported through the authorised reporting routes provided by the City. A repair will only be treated as formally reported once it has been received through one of those routes and logged by the Repairs Desk.

Repairs must be reported through the following authorised channels:

- The Barbican App
- Telephone
- Email

When a repair has been reported, the person reporting the repair must ensure that they receive a "ticket" number, identifying the report. This ticket is an acknowledgement that the repair has entered the system (see 6.1 below.)

For non-emergency repairs, the Barbican App is the preferred reporting route. Residents who are unable to use the App may report the repair by telephone or email.

Priority 1 emergency issues should be reported immediately by telephone using the emergency reporting route identified by the City and as shown in sections 5.4, 5.5 and Appendix C. Residents should make clear if there is an immediate risk to health, safety, security, or the building so that the matter can be assessed and prioritised appropriately.

Residents should not assume that a repair has been reported simply because it has been mentioned in conversation to a member of staff, contractor, resident representative or another third party. Informal conversations may help draw attention to an issue, but they do not replace the need for the repair to be reported through the correct route.

The authorised reporting routes for repairs, including the arrangements for reporting emergency issues outside normal office hours are included in sections 5.4, 5.5 and in appendix C. The City will keep those routes under review and will communicate any changes to residents.

5.2 Information needed to report a repair

When reporting a repair, residents should provide enough information for the issue to be understood and logged properly. Where available, this should include:

- the address and exact location of the problem
- a description of the issue
- when the issue was first noticed
- whether there is any immediate risk to people, the building, or services.
- contact details of the person reporting the repair and any relevant access information.

Photographs or other supporting information may be provided where available to help with assessment, but they are not mandatory and should not delay the reporting or logging of the repair.

The City may ask for further information where this is needed to assess the repair properly, decide the appropriate priority, or arrange access.

5.3 Reports made by residents, staff, or others.

Where a resident is reporting a repair within their own home, the repair must be reported directly by the resident through the authorised reporting routes in 5.1 above. Residents should not rely on cleaners, porters, concierge staff, contractors, House Group representatives or other staff to pass on reports.

This does not prevent estate staff, contractors, or other authorised persons from reporting defects they identify in the course of their work. Issues identified through block inspections, estate inspections, cleaning, servicing, contractor attendance, or other operational activity will be logged and progressed through the City's internal processes as appropriate. This is particularly important for communal defects or issues identified in shared areas.

Where a property is occupied by someone other than the service charge payer, that person may, where appropriate, report a repair or provide access. The City will usually deal with the service charge payer where issues of responsibility, consent, recharge, insurance, or other formal matters arise.

5.4 Who to Report to / How to Report *(Please also see Appendix C)*

Type of issue	***Who to report to***	***How to report***
Non-emergency repair	Repairs Desk	Barbican App
Emergency during normal hours	Repairs Desk	Telephone
Emergency out of hours	Relevant Concierge	Concierge notifies Duty Manager

5.5 Contact Details *(Please also see Appendix C)*

Contact	***Details***
Barbican App	LINK TO BE CONFIRMED ONCE BARBICAN APP GOES FULLY LIVE
Repairs Desk	NUMBER TO BE CONFIRMED
Estate Concierge	https://www.cityoflondon.gov.uk/services/barbican-estate/contact-the-barbican-estate-office Please refer to the section headed "Estate Concierge, Out of Hours, and Key Permission."

5.6 Emergency reporting

Emergency issues should be reported immediately using the emergency reporting route identified by the City as detailed above and in Appendix C. Residents should make clear, when reporting the issue, if there is an immediate risk to health, safety, security, or the building so that the matter can be assessed and prioritised appropriately.

Reports of suspected water ingress should also be made as soon as practicable through an authorised reporting route as detailed above and in Appendix C. Initial attendance may be arranged to investigate the source, assess risk and, where necessary, make the situation safe. Prompt reporting does not by itself determine responsibility for the underlying repair.

Where the City receives a report that falls outside its responsibility, it will advise the resident accordingly and, where practicable, explain whether the matter appears to be the responsibility of the resident, a utility provider, an insurer, or another party.

5.7 Operating hours

The normal operating hours for the repairs and maintenance service are:

- **Monday to Friday, from 8:30 – 17:00.**

Excluding public holidays and any other days when the Barbican Estate Office is closed for normal business.

During these hours, residents must report repairs through the authorised reporting routes set out in this policy sections 5.4, 5.5 and in appendix C. Reports received during normal operating hours will be handled through the usual repairs and maintenance process.

Where this policy refers to response times in working days, those times are measured by reference to working days rather than calendar days.

5.8 Out of Hours

The out-of-hours service is for emergencies only and the out-of-hours reactive repairs are managed by on-site Duty Managers. The purpose is to make a situation safe and deal with any immediate risk to people, property, or the building. It does not provide a full repairs service, and permanent repairs or follow-on works will normally be arranged through the usual repairs or maintenance process during normal working hours.

Where necessary, Duty Managers may engage external contractors to respond to emergency situations or specialist risks. Any follow-on works identified will be logged by them and progressed through the appropriate repairs or maintenance process. Residents should report out-of-hours emergencies to the relevant Concierge, who will contact the Duty Manager. This route should only be used for out of hours emergency issues.

6. Resident Engagement and Communication

6.1 Our approach

The City will communicate with residents in a clear, timely and practical way about repairs and maintenance matters for which it is responsible.

The City's approach is not limited to giving updates on individual repairs. It also includes listening to residents, responding to concerns, learning from feedback, and using that information to improve the service.

The level of communication will depend on the nature of the issue, the urgency of the work, and whether access to a property or shared area is required. Reports received through an authorised route will normally be acknowledged when received.

Reports made through the Barbican App or email will normally be logged within 24 hours of receipt, and reports made by telephone during normal operating hours will be logged during the same contact, where sufficient information has been provided to create the repair record.

6.2 Keeping residents informed about individual repairs – In-House Teams

Once logged, the resident will be given the repair or work order reference and the current repair priority either during that contact or, if that is not possible, as soon as practicable afterwards using the contact details provided.

Once a repair has been logged, communications will normally include the repair or work order reference, the current repair priority, and, where known at the time, whether the work is to be completed by an in-house team, contractor, or specialist provider. Where that information changes, the City will update the resident accordingly.

For repairs completed by in-house teams, the City will provide automated SMS updates at key stages of the repair process, including when a job is raised, when an appointment is booked, when the job is marked as complete, and, where applicable, when it has passed quality assurance via the app. Where necessary, the Repairs Desk will also call residents to provide updates.

6.3 Keeping residents informed about individual repairs – External Contractors

Where repairs are delivered by contractors or specialist providers, the City will remain responsible for logging the repair and providing the core repair information. The contractor or specialist provider will then be responsible for progressing day-to-day communications on the repair, including appointment arrangements, attendance-related updates, changes to appointments, and confirmation when work has been completed on site. The City will remain responsible for overall oversight of the repair and for ensuring that communication arrangements are clear and properly coordinated.

6.4 Appointments, updates, and changes

The City will also keep residents informed where:

- further investigation is needed
- an appointment needs to be rearranged
- work cannot proceed as planned
- the scope of work changes materially
- follow-on works are required
- there is a delay to the repair
- a repair is identified as more complex than first appeared.

Where works are likely to be disruptive, the City will give reasonable notice where practicable. This may include explaining the nature of the works, the likely impact, the expected duration, and any action residents may need to take.

Communication may take different forms depending on the circumstances. This may include direct contact with individual residents, notices in common parts, digital messages, letters, emails, or other agreed channels.

Routine repairs that are progressing as expected may not require interim updates between these stages. The absence of an interim update does not necessarily mean that no action is being taken.

6.5 Managing complex repairs

Where the City identifies that a repair is complex, the repair record will be updated to reflect that status. A repair may be treated as complex where it requires specialist input, coordination across more than one property or service, technical or heritage approvals, unusual materials, significant investigation, or a wider programme solution rather than a single standalone repair.

Where a repair is classed as complex, the City will:

- identify the next required step, such as inspection, access arrangement, technical review, contractor appointment, approval, or temporary measure.
- identify the officer or team responsible for progressing the case.
- tell the resident, service charge payer, and/or other relevant contact that the repair is being managed as a complex case and explain the reason in broad terms.

- keep the case under review until the next step has been completed or a revised plan has been set.

Unless a different communication arrangement is justified by the circumstances of the case, the City will provide an update at least every ten working days on a complex repair until the repair is completed, transferred into a planned programme, or otherwise concluded. An update may be to confirm progress, outstanding dependencies, interim measures, or revised timescales.

Where a complex repair involves an ongoing risk, significant inconvenience, repeated failed attendances, or delay beyond the original expected route, the case will be considered for management review and, where appropriate, a revised delivery route, interim protection measure, or wider technical solution will be used.

6.6 Communication on wider issues and planned works

Where a repair issue affects multiple homes, shared services, or wider parts of the Estate, or where planned or programmed works are likely to affect residents more broadly, the City will keep affected residents informed in a clear and practical way. This may include updates on:

- the nature of the issue
- the impact on residents
- the proposed approach
- expected timescales.
- interim arrangements where these are needed.
- any action residents may need to take.

Where appropriate, the City may also invite feedback from affected residents to help inform how the work is managed or communicated.

6.7 Raising concerns and giving feedback

If a resident is unhappy with the standard of work, the way a repair has been handled, or the service they have received, they should raise this in the first instance through the relevant repairs contact point so that the matter can be reviewed and, where appropriate, put right.

Reporting a repair is not the same as raising a concern or making a complaint. A concern about the handling of a repair does not replace the need for the repair to be reported through the proper route, and raising a concern does not normally stop necessary repair works from continuing. Where the resident remains dissatisfied after raising the matter in this way, or where the issue is more serious in nature, the resident should use the City's formal complaints process.

Residents may also ask for a concern to be escalated where the service has fallen below expectations. Escalation is intended to help resolve concerns quickly, review whether the matter has been handled properly, and identify any wider service issues. Where appropriate, it may lead to further review, corrective action, or a different approach to managing the case.

If a resident is unsure which escalation route applies, they should raise the concern through the Repairs Desk or relevant repairs contact point and it will be directed to the appropriate officer.

	Quality of Work	***Appointments and Scheduling***	***Overall Service Performance***
1st Escalation	Repairs Supervisor	Service Delivery Officer	Contracts Manager

2nd Escalation	Contracts Manager	Contracts Manager	Head of Property Services
3rd Escalation	Head of Property Services	Head of Property Services	Director of Estate and Property Management

Residents may also provide feedback on the repairs and maintenance service outside the concerns and complaints process. This may include feedback provided through surveys, service reviews, or other engagement routes.

6.8 Learning from resident feedback

- The City will use resident feedback, service concerns, complaints, inspection findings, and other relevant information to help review the quality and reliability of the service. Where patterns or weaknesses are identified, the City will use that information to:Improve communication and service processes.
- review contractor or operative performance.
- strengthen management oversight.
- increase inspection activity where appropriate.
- identify training or support needs.
- inform wider changes to service delivery, planning, or standards.

The City will seek resident feedback on the repairs and maintenance service through a combination of automated end-of-case surveys and an annual estate-wide resident satisfaction survey.

Where a repair case has been completed and contact details are available, residents will normally be sent a short feedback survey automatically at the end of the case. Feedback from completed cases will be considered alongside concerns, complaints, inspection findings and performance data to review and improve the service.

The City will report on resident feedback, and the actions arising from it, through the relevant governance and committee routes, including appropriate committees with Member and resident involvement, so that performance against this policy is subject to officer, Member, and resident scrutiny.

The annual survey will normally be issued to all residents around April each year. The results will be considered alongside concerns, complaints, inspection findings and performance data, and costs and will be shared with residents through an annual report setting out headline results, key themes, and actions for improvement.

6.9 Reporting to residents

The City will share information with residents, where appropriate, about service performance, common issues, lessons learned and actions taken to improve the repairs and maintenance service. This may include information arising from:

- concerns
- complaints
- inspections
- resident satisfaction surveys
- recurring repair trends
- wider service reviews or improvement activity

Where appropriate, the City will publish or otherwise share headline performance information, costs, survey outcomes or improvement actions in a format that is accessible to residents and service charge payers.

7. Access Arrangements and No Access

7.1 Access for repairs and maintenance

The City may need access to inspect, investigate, service, test or carry out repairs and maintenance for which it is responsible.

This may include work inside a resident's home, as well as access needed to deal with issues affecting neighbouring properties, shared services, the structure of the building, or wider parts of the Estate.

Residents are expected to provide access where the City is entitled to it under the relevant lease, tenancy agreement, transfer arrangement, or other applicable arrangement. The City will arrange access in a reasonable and practical way, taking account of the nature and urgency of the work.

The arrangements set out in this section and Appendix B establish the City's approach to managing access and no access cases. Where reasonable access is not provided, this may affect the City's ability to complete works within the service standards and target times set out in this policy.

7.2 Appointments and preparation

Where access is needed for non-emergency work, the City will normally arrange an appointment in advance and give reasonable notice. The amount of notice will depend on the nature of the work, the urgency of the issue, and whether access is needed to more than one property.

Appointments are either arranged by:

- The Barbican Estate Office for works delivered by in-house teams.
- Appointed Contractors where works are delivered by external suppliers.

Where access to a property is required, appointment times are normally offered within one of the following appointment slots:

- **Morning (09:00 – 12:00)**
- **Midday (11:00 – 14:00)**
- **Afternoon (13:00 – 16:00)**

An overlap between those slots gives us agility where a previous repair may have taken less time, it allows operatives to move onto their next appointment early, which prevents lost time and allows for improved productivity.

Staff and contractors attending properties on behalf of the City must identify themselves on arrival, and residents may refuse access where identification is not provided.

Residents are expected to:

- keep agreed appointments where access has been arranged.
- make the relevant area accessible and safe for inspection or work to the best of their ability.
- take reasonable steps to protect personal belongings in the immediate work area.
- tell the City in advance about any relevant access issues, vulnerabilities, or support needs.

Where access to a property is required for non-emergency work, attendance should normally take place only in accordance with an agreed appointment or notified access arrangement. Unannounced attendance must not be used as the normal method of securing access, except where immediate attendance is required to address an urgent risk and this is authorised and managed appropriately.

7.3 Access through private homes

Where practicable, the City will seek to avoid going through a private home if another suitable route is available. Where access through a private home is necessary to inspect or carry out work for which the City is responsible, the City will explain the reason for this and will seek to keep any intrusion to the minimum necessary.

Where a resident is unavailable, access may be provided by the service charge payer, a managing agent or another authorised representative where that is appropriate. However, where the City needs consent, formal authority, or confirmation of responsibility, it may still need to deal directly with the service charge payer or another person with authority in relation to the property.

Where key permission has been provided in advance through an arrangement accepted by the City, access may in appropriate cases be obtained using that key permission, provided this is managed in accordance with the City's applicable keyholding, security and record-keeping arrangements. The use of key permission does not remove the need for the City to act reasonably or to have regard to the nature of the work and the circumstances of the case.

7.4 No access

If access is not provided for an agreed appointment, the City will record the failed attendance, including the date, time, address, operative or contractor attending, and the steps taken to obtain access.

Each failed access attempt should be supported by appropriate evidence of attendance. Where appropriate, this may include a contemporaneous attendance record, a photograph, confirmation that a no access card or notice was left, and a record of any attempt made to contact the resident, service charge payer or other relevant contact.

Where a first appointment fails because access is not available, the City will normally seek to contact the resident or other relevant contact and rearrange the visit. Where access cannot be achieved, the operative or contractor attending will notify the City so that further contact or escalation can be considered.

Where access fails repeatedly, the City will escalate the matter having regard to the nature of the repair, the level of risk, the effect on neighbouring homes or shared services, and its responsibilities in relation to the building and wider Estate. This may include reviewing whether the issue now requires a different level of priority or a different response.

Depending on the circumstances, escalation may include:

- a further appointment with clear notice that access is required.
- contact with the service charge payer, managing agent or authorised representative.
- written confirmation that delay and cost has arisen because access has not been provided.
- management review of the case
- deferral or closure of the repair where the work cannot properly proceed.
- formal access action where that is considered necessary and appropriate.

The City will not treat repeated no access as a purely administrative issue where the reported defect presents an ongoing risk, affects more than one property, or may cause further damage if left unresolved. In such cases, the City will continue to monitor, escalate, or intervene as far as necessary.

Where a job is closed for administrative purposes because access cannot be secured, this does not by itself remove responsibility for managing any associated risk. Where an unresolved risk remains, the City will record and monitor that risk until the matter is resolved or otherwise dealt with.

Repeated failure to provide access may also have cost implications where the relevant lease, tenancy agreement or other arrangement allows.

7.5 Urgent access

Where access is required urgently because there is an immediate risk to health, safety, security or the building, the City may need to seek access without the usual notice arrangements.

Where there is a genuine concern for the safety or security of residents, the public or the building and access cannot be secured through normal arrangements, the City may use key permission where this is available and appropriate. Where necessary, the City may also take such further steps as are necessary and available to secure access and carry out make-safe or essential works.

Where urgent or emergency access is gained after normal contact attempts have failed, a written report will be completed, normally within 24 hours. This will record the reason for entry, the contact attempts made, any relevant reference numbers from emergency services where applicable, the action taken, and the outcome of the visit.

8. Special Cases, Vulnerability, and Additional Support

Some repairs and maintenance issues need to be handled with particular care because of the circumstances of the resident, the nature of the defect, or the potential impact on health, safety or living conditions. This section explains how the City will deal with those cases.

8.1 Vulnerability and reasonable adjustments

The City recognises that some residents may need reasonable adjustments or additional support to report a repair, arrange access, understand what work is needed, or manage the impact of works taking place in their home or block.

Where the City is aware that a resident has a disability, health condition, communication need, or other circumstance that may affect how the service should be delivered, it will take that information into account when arranging and managing repairs and maintenance.

Depending on the circumstances, this may include:

- agreeing an appropriate communication method, including telephone, letter or contact through an authorised representative.
- recording relevant access needs, communication needs, or support requirements
- offering appointments that reflect the resident's circumstances where practicable.
- allowing additional time on attendance where this is required.
- explaining the proposed work, likely disruption and next steps in a way the resident can understand.
- liaising, where appropriate and with proper authority, with a carer, family member, advocate, managing agent or other person acting on the resident's behalf
- considering whether temporary measures or a different sequencing of works would reduce avoidable distress or disruption.

Residents are encouraged to tell the City about any relevant circumstances, even if it is only temporary, that may affect access, communication, or the impact of the work, so that these can be considered. A resident's circumstances will not automatically change the priority of a repair, but they may affect how the City communicates, arranges access, manages attendance, or supports the resident while the issue is being dealt with.

8.2 Other special cases

The City may also treat other repairs or maintenance issues as requiring special handling where the facts of the case justify it. This may include repeated failures, recurring defects, water ingress, condensation-related issues, issues involving multiple homes or shared services, or cases where temporary measures are needed while a more permanent solution is arranged.

9. Planned Preventative Maintenance

9.1 Purpose of Planned Preventative Maintenance

The City will use Planned Preventative Maintenance (PPM) to help protect the condition, safety, and performance of the Barbican Residential Estate and to reduce the need for avoidable reactive repairs.

PPM is a planned approach to maintaining the Estate's buildings, shared services, plant, equipment, and infrastructure. It involves servicing, inspection, testing, cyclical maintenance, and other scheduled works carried out at appropriate intervals, rather than waiting for faults to arise.

The purpose of PPM is to help:

- maintain the condition and reliability of estate assets.
- reduce unplanned failures and avoidable disruption.
- support safety and compliance.
- extend asset life where practicable.
- reduce the need for avoidable emergency or reactive callouts.

9.2 How PPM is used

PPM will include cyclical maintenance, servicing, replacement programmes, condition-led works, and other scheduled activities for elements for which the City is responsible.

The City will normally use PPM where a planned approach is more effective, economical, or appropriate than dealing with issues only when defects arise. This may include work identified through condition surveys, inspections, servicing, testing, compliance activity, asset information, or recurring repair history.

PPM will apply across a wide range of building and estate elements, including building fabric, fire and life safety systems, mechanical services and electrical systems, water hygiene, access and security systems, lifts, and other infrastructure for which the City is responsible. The exact content and frequency of the programme will vary depending on the asset, location, legal requirements, manufacturer guidance, and the condition of the Estate.

9.3 How PPM is delivered

PPM may be delivered by in-house teams, external contractors, or specialist providers, depending on the nature of the asset, the work required, and any technical, safety or compliance requirements. Some PPM activities will be carried out at fixed intervals, while others may be programmed on a condition-led basis following inspection, testing, or review.

Where access to homes, common parts or shared areas is required, the City will give reasonable notice and will communicate any relevant arrangements to affected residents. The City will explain the nature of the work, the likely impact and any action residents may need to take. Whatever the delivery route, the City remains responsible for overall oversight, coordination, communication, and quality assurance.

9.4 Relationship with reactive repairs

Where a defect is reported as a reactive repair, the City may decide that the most appropriate response is not a standalone reactive repair, but a repair or remedial measure followed by inclusion in a planned or wider programme of works.

This may be the case where:

- the issue forms part of a wider building condition problem
- repeated reactive repairs would not provide a lasting solution.
- a coordinated programme of work is needed across more than one property, block, or service.
- specialist design, investigation, approvals, or procurement are required.
- replacement is more appropriate than repeated repair.

Where this happens, the City will manage the issue in the way it considers most appropriate, having regard to the nature of the defect, any immediate risk, and the condition of the wider asset. Where interim action is needed before longer-term works can be carried out, the City may take temporary or make-safe measures in the meantime.

9.5 Major works and wider programmes

Where works fall within a major works programme or another wider programme of works, they will be managed through the appropriate project, consultation, and delivery arrangements. Nothing in this section prevents the City from taking urgent action where immediate risk management or make-safe works are required in the meantime.

10. Quality Assurance and Inspections

10.1 Why we inspect.

The City will operate a quality assurance and inspection regime to support the proper diagnosis, delivery, completion and review of repairs and maintenance works.

Inspection helps the City make sure that works are properly identified, carried out to the required standard, and checked where further assurance is needed. It also helps the City identify recurring issues, poor workmanship, failed repairs, and areas where service improvement is needed.

Inspection activity will be proportionate to the nature, value, complexity, and risk of the work concerned. The City may carry out inspections before work is instructed, during the works, and/or after completion, depending on what is needed in the circumstances of the case.

Inspection does not replace contractor supervision, operative oversight, or normal service management. It provides assurance that those arrangements are functioning effectively and that works are being delivered to the required standard.

10.2 Pre-inspection

A pre-inspection may be carried out where this is needed to understand the issue properly, confirm responsibility, define the scope of work, or decide the most appropriate course of action before work is instructed.

Pre-inspection will normally be considered where:

- the cause of the issue is unclear.
- the work is complex or likely to involve more than one trade.
- responsibility for the repair is unclear.
- there is reason to believe the issue may have been caused by the resident or a third party.

- a previous repair has failed or the issue is recurring.
- specialist input, materials, approvals, or access arrangements may be needed.
- the resident is unable to describe the issue clearly enough for the work to be instructed safely or properly.
- the circumstances suggest that a wider defect, insurance issue, or longer-term remedial solution may need to be considered.

For reactive repairs, pre-inspection should not introduce avoidable delay. Emergency works will not normally require a pre-inspection because of their urgent nature, although a further inspection may be arranged where an emergency issue is ongoing or particularly significant.

The table below shows the City's normal approach to pre-inspection.

Priority	***Pre-Inspection Requirement***	***City Personnel***	***Contractor Personnel***
Priority 1 – Emergency	Not normally required before attendance	None	None
Priority 2 – Urgent	Required where the circumstances above apply	Property Services Officers Maintenance Operatives (when delivered in-house)	Operatives (where appropriate)
Priority 3 – Routine	Required where the circumstances above apply	Property Services Officers Maintenance Operatives (when delivered in-house)	Operatives (where appropriate)
Planned Works	Required in all cases	Contracts Manager Property Service Officers	Contracts Manager

Pre-inspections will be undertaken jointly with contractor personnel where appropriate. Residents may also be involved where this helps clarify the scope, location, or nature of the work. Where a pre-inspection results in no further works being required, or is advisory in nature, that outcome will be recorded.

10.3 Post-inspection

A post-inspection may be carried out after work has been reported as complete in order to check whether:

- the reported issue has been resolved.
- the work has been completed to the required standard and cost.
- any further defects or follow-on works have been identified.
- corrective action is required.

Post-inspections may be selected by reference to:

- the value, complexity, or risk of the work
- the type of repair
- the history of the issue
- contractor or operative performance
- resident feedback or complaint history

- any other factor suggesting that closer review is justified.

The City will also apply minimum sampling arrangements for post-inspection. Those arrangements may be increased where the nature of the work, the level of risk, inspection findings or performance concerns justify closer scrutiny.

Value of Works	***Sample Size***	***City Personnel***	***Contractor Personnel***
Under £500	10%	Property Service Officers Repairs Supervisor	None
£500-£2,500	25%	Property Service Officers Repairs Supervisor	Operatives
£2,501- £5,000	50%	Repairs Supervisor Contracts Manager	Supervisor Contracts Manager
Above £5,000	100%	Repairs Supervisor Contracts Manager	Supervisor Contracts Manager
Major Planned Works	100%	Project Manager Contracts Manager	Project Manager Contracts Manager

Where post-inspection is selected, it will normally be carried out within ten working days of recorded completion. Where access to a property is needed, an appointment will be arranged in line with the access arrangements set out in this policy.

The table below shows what post-inspection will normally cover.

Post-inspection check	***What this means***
Reported defect resolved	Checking that the original issue has been dealt with
Work completed to the required standard and cost.	Checking the quality and completeness of the work
Further defects or follow-on works identified	Checking whether anything remains outstanding or is newly apparent
Corrective action required	Identifying whether further action is needed to put the work right

10.4 Inspection method and records

Inspections may be carried out by site visit or, where appropriate, by desktop review of invoices, job records, photographs, completion evidence, or other supporting information. The City will decide the most appropriate inspection method according to the nature of the work and the purpose of the inspection.

Inspection records will be kept and will normally include:

Inspection record	***What will normally be recorded***
Basic details	Address or location, work order or repair reference, and date of inspection
Inspection type	Whether the inspection was physical or desktop
Inspector	The officer carrying out the inspection

Outcome	Whether the inspection passed or failed, where applicable
Findings	Any defect, shortcoming or follow-on issue identified
Action required	Any corrective or follow-on action needed

Where applicable, inspection records will also include the reason for any failure and the action required to put matters right.

10.5 Corrective action

Where an inspection identifies that work has not been completed properly, has not resolved the reported issue, or otherwise falls below the required standard, the City may require corrective action.

For the purposes of this policy, work will not normally be treated as satisfactorily complete unless the reported defect has been addressed to an appropriate standard and the immediate work area has been left safe and in a reasonable condition.

Where responsibility for the defect lies with the contractor or operative who carried out the work, the City will normally require the matter to be put right at no additional cost to the Estate. Where the inspection identifies a wider issue, recurring defect or incomplete diagnosis, the City may also require further investigation, a revised scope, or transfer of the matter into a wider programme of works where that is the more appropriate solution.

Where a failed repair, recall or post-inspection identifies additional works or a materially different scope from that originally instructed, the City may require a further pre-inspection, technical review or revised approval before additional works are authorised.

10.6 Performance review

Inspection findings will be used not only to address individual defects, but also to support wider service oversight. They will be used to:

- identify recurring issues or poor workmanship.
- Identify expensive costs and ensure they are justified.
- monitor contractor and operative performance efficiency and value-for-money
- inform training, supervision, and service improvement.
- support value-for-money review.
- identify where inspection levels or management intervention should be increased.

Inspection outcomes will be considered alongside other performance information, resident feedback and complaints when reviewing the quality and reliability of the service. Repeated attendances for the same unresolved defect within a short period may be treated as a recurring repair issue requiring management review.

11. Financial Control and Value for Money

11.1 Why financial controls matter.

The City will apply financial controls to repairs and maintenance works so that expenditure is authorised properly, reviewed appropriately, and managed in a way that supports value for money and transparency.

These controls are intended to make sure that works are instructed through the right approval route, that spending is properly recorded and checked, and that Estate resources and resident contributions are used responsibly.

11.2 Section 20 consultation and cost recovery

Where planned works or longer-term contractual arrangements are expected to be paid for through service charges, the City will consider whether the statutory consultation requirements under section 20 of the Landlord and Tenant Act 1985 apply.

In broad terms, section 20 consultation may apply where qualifying works would result in any leaseholder paying more than £250, or where a qualifying long-term agreement would result in any leaseholder paying more than £100 in any 12-month period.

Where section 20 applies, the City will carry out the required consultation before committing to the relevant works or agreement. This will normally include giving affected leaseholders the relevant notice or notices, explaining the proposal, and giving leaseholders an opportunity to comment in line with the applicable process. Depending on the type of consultation, leaseholders may also have the right to nominate a contractor or comment on estimates or proposals.

Section 20 consultation can affect the timing of major works or longer-term arrangements. The City will manage this process clearly and keep affected residents informed about what is being proposed, why it is being proposed, and the next steps.

Where consultation requirements apply, the City will take them into account before authorising works or entering into agreements. If those requirements are not followed, this may affect the City's ability to recover costs through service charges unless dispensation or another valid route applies.

Nothing in this subsection prevents the City from taking urgent action where immediate risk management or make-safe works are required. Where urgent action is needed, the City will act in line with the relevant legal and procedural framework.

11.3 Authorisation and delegated limits

All repairs and maintenance expenditure must be authorised at the appropriate level before work is instructed unless immediate action is required to deal with an emergency or make a situation safe. Where emergency works are instructed before formal approval can be obtained, retrospective authorisation must be obtained as soon as practicable and recorded accordingly.

The level of authorisation required will depend on the total estimated value of the work. Works must not be artificially divided, phased, or otherwise structured to avoid approval thresholds or reduce the level of scrutiny that would otherwise apply.

Where proposed works may involve leaseholder consultation requirements or affect how costs are recovered, authorisation must take account of those requirements before work is instructed. The City will not knowingly authorise works in a way that would undermine consultation requirements or the proper recovery of costs unless there is a valid reason to proceed under the relevant arrangements. Any recovery of costs will be handled in line with the relevant lease, tenancy agreement, and wider applicable requirements.

For repairs and maintenance works managed through the Barbican Estate Office, the following delegated authority thresholds apply for the purposes of this policy. These thresholds sit alongside the City's wider corporate financial, procurement and governance requirements. Where a higher level of approval or additional corporate control is required, that will still apply.

Role	***Authorised limit***
Call Centre Operative(s)	£0 – £250
Property Services Officer(s)	£251 – £2,500
Service Delivery Officer & Repairs Supervisor	£2,501 – £5,000
Contracts Manager & Project Manager	£5,001 – £25,000

Head of Property Services	£25,001 – £50,000
Director	£50,001 – £100,000

Estimated costs will normally be prepared by the officer or contractor identifying the work, using quotations, schedule of rates, previous cost data, or other appropriate pricing information. The estimate will then be reviewed by the officer holding the relevant delegated authority or by the Contracts Manager, depending on the nature, value, and complexity of the works.

Where the estimated value exceeds an officer's delegated authority limit, the order must be escalated for approval to the appropriate level before instruction proceeds. Works exceeding £100,000 must be authorised in line with the City's wider corporate procurement, financial and governance arrangements.

Creating or raising a works order does not, by itself, amount to financial authorisation. No work should be instructed, and no financial commitment made, until approval has been given at the appropriate level.

11.4 Variations and changes to scope

Where additional works, changes to scope or increased costs are identified after an order has been raised, the City may require a formal variation or revised approval before those works proceed, unless immediate action is required to address an urgent risk. Variations must not be used to retrospectively approve expenditure that should have been authorised in advance.

A variation or revised approval will normally need to set out:

- the reason for the change
- why the additional work was not identified at the outset.
- the revised scope of works
- the revised estimated cost
- any supporting evidence relevant to the change

The City may also require further inspection, technical review, or management oversight before approving a variation, particularly where the change is significant, unusual or affects wider parts of the Estate.

11.5 Technical review, completion, and payment

Financial approval does not remove the need for proper technical oversight. Approval to spend is not, by itself, evidence that the work is necessary, complete, or satisfactory.

Before payment is made, the City will normally expect there to be sufficient evidence that:

- the work was instructed properly.
- the work has been carried out to the extent claimed.
- the amount invoiced is consistent with the approved instruction or authorised variation.
- any required inspection, certification or completion check has been carried out where applicable.

The City may withhold, query, or adjust payment where there is reason to believe that work has not been completed properly, does not match the instruction given, is unsupported by adequate evidence, or is otherwise inconsistent with the standards and controls set out in this policy. Officers must also be satisfied that works have been completed satisfactorily before payment is certified.

Where residents have a right to inspect supporting records relating to repairs and maintenance charges, the City will provide reasonable access in line with the relevant legal and leasehold framework.

Depending on how works are procured or charged, supporting records may include invoices, applications for payment, schedules of rates, material invoices, timesheets, productivity records, or other relevant documents. Where there is no single itemised invoice for a particular job, the City will describe to service charge payers the basis on which the charge has been calculated.

11.6 Records, oversight, and value for money

The City will keep an appropriate audit trail for repairs and maintenance expenditure. This will normally include the approved scope of work, estimated value, approval route, variations where applicable, completion evidence, and the basis on which payment was authorised. Financial records must be sufficient to support internal audit, external audit, leaseholder scrutiny, and wider corporate review.

Financial oversight will be used not only to control individual items of expenditure, but also to support wider value-for-money review. This may include consideration of repair history, recurring defects, contractor performance, inspection outcomes, alternative options, and whether a planned or coordinated solution would be more effective than repeated reactive spend.

Budget holders will be expected to review expenditure, monitor significant variances from budget or estimate, and explain material differences in cost or performance through the appropriate management, governance, and resident reporting routes.

Where works are chargeable through service charges or other forms of resident contribution, the City will seek to manage expenditure in a way that is transparent, reasonable, and consistent with the relevant lease, tenancy agreement, and wider applicable requirements. Where a programme or item of work is expected to depart materially from a previously communicated estimate, budget assumption or consultation position, the City will undertake further communication, review or consultation as required in the circumstances.

11.7 Commitments from the Barbican Estate Office

Underpinning the policy the BEO commits to managing the In-House repairs and maintenance service with the following agreed principles:

- Ensure that repairs are tackling the root cause of issues and not covering over symptoms.
- Ensure repairs are carried out in a timely manner.
- Ensure repairs do not constitute a breach of listing rules/guidelines
- Ensuring all repairs are recoverable under the terms of the lease agreement
- Ensure we are not carrying out repairs outside of warranty cover.
- Ensure we are not incurring expenditure that is an individual leaseholder expense not recoverable under service charges.
- Ensuring there was no charge for duplicate repairs.
- Ensuring that the repairs process was compliant with statutory obligations, including Section 20 consultation requirements.
- Ensuring there were no charges to leaseholders which should rightfully be the Landlord's

11.8 Wider financial governance

This policy sits alongside the City's wider corporate financial, procurement, audit, and governance arrangements. Matters such as segregation of duties, conflict of interest, fraud prevention, ethical conduct, and procurement compliance will continue to be governed by those wider arrangements as well as by this policy.

12. If Things Go Wrong

Even with clear service standards and good day-to-day management, there will be times when a repair is reported incorrectly, the issue proves more complex than first understood, access cannot be arranged, work is delayed, or a resident is dissatisfied with the service they have received.

Where this happens, the City will identify the problem, tell residents and service charge payers what is happening, and take reasonable steps to put matters right.

12.1 If a repair report is unclear, incomplete, or incorrectly logged.

If a repair report is unclear, incomplete, incorrectly logged, or sent through the wrong route, the City may need to seek further information before the issue can be assessed and progressed properly. Where appropriate, the City will clarify the report, correct the record, or advise the resident how the issue should be reported or described so that it can be dealt with through the proper process.

12.2 If the issue is misdiagnosed or needs further investigation

Some repairs are not straightforward when first reported. In some cases, the issue may be more complex than it first appears, the visible defect may only be a symptom of a wider problem, or further investigation may be needed before the right solution can be identified.

Where this happens, the City may arrange a further inspection, revise the scope of work, change the priority of the repair, involve a specialist contractor or adviser, or move the matter into a wider programme of work if that is the more appropriate response.

12.3 If appointments are missed or access is not available

If an appointment is missed, cancelled, or cannot proceed because access is not available, the City will consider what steps are needed to restore progress and reduce avoidable inconvenience.

This may include:

- rearranging the visit or appointment
- reviewing whether the correct contact and access information has been recorded.
- clarifying any preparation needed before the next visit.
- considering whether the issue now needs to be handled differently because of delay or repeated failed access.

Repeated missed appointments, repeated failure to provide access, or repeated attendance without meaningful progress may be treated as a wider service issue and may lead to increased management oversight, revised arrangements, or other appropriate action.

12.4 If the City or its contractor misses an appointment

Where the City or its contractor misses an agreed appointment, cancels at short notice, or attends without being able to progress the work for reasons within the City's control, the City will seek to restore progress as quickly as practicable.

This will normally include:

- reviewing why the attendance failed
- contacting the resident to explain, where possible
- rearranging the appointment where further attendance is required.
- checking whether the repair priority, scope or delivery route should be reviewed.
- considering whether contractor performance management, inspection or management escalation is required.

Not every missed appointment will amount to a service failure. However, repeated missed appointments, repeated avoidable delay, or repeated attendance without meaningful progress may be treated as a wider service issue and managed accordingly.

12.5 If work is delayed, incomplete or of an unsatisfactory standard.

Where work is delayed, left incomplete, does not resolve the reported issue, or is carried out to an unsatisfactory standard, the City will review the matter and arrange whatever further action is appropriate.

This may include:

- reviewing the repair history and relevant communication
- inspecting the work
- arranging follow-on or corrective works
- reviewing whether the original diagnosis, scope or method of repair was appropriate.
- escalating the matter for management review where recurring failure or poor performance is identified.

Where responsibility for poor workmanship or incomplete work lies with a contractor or operative acting on the City's behalf, the City will normally expect the matter to be put right in line with the standards set out in this policy.

12.6 If responsibility for the repair is disputed

If there is a dispute about whether a repair is the City's responsibility, the service charge payer's responsibility, or the responsibility of another party, the City will review the matter by reference to the relevant lease, tenancy agreement, transfer arrangement, and the facts of the case.

12.7 If the issue may involve buildings insurance

Where a reported repair or maintenance issue also involves a potential buildings insurance matter, the City will consider whether it should be dealt with through the building's insurance arrangements.

The City will explain, where appropriate, whether the issue appears to be one that should be dealt with through the building's insurance route, the repairs process, or another route.

Any insurance claim or insurance-related decision will be considered in line with the relevant insurance arrangements and claims process.

12.8 If costs, recharge, or financial decisions are challenged.

If a service charge payer or other person entitled to do so challenges the cost of works, a recharge decision, a variation, or another financial decision connected with repairs and maintenance, the City will review the matter in line with the relevant lease, tenancy agreement, financial controls and supporting records.

Where a reported issue appears likely to involve a question of responsibility, recharge, insurance or third-party liability, the City will explain, as early as reasonably possible, whether the issue appears to be:

- a matter the City will manage under the relevant arrangements.
- a matter likely to fall to the service charge payer or another party.
- a potential buildings insurance matter
- a matter requiring inspection or further review before responsibility can be confirmed.

Any initial view is provisional and may change following inspection, technical review, or review of the relevant lease, tenancy agreement, or other applicable arrangement.

Urgent attendance, make-safe action, or other immediate risk management will not be delayed pending a final decision on responsibility or cost recovery.

Where the City considers that a repair, follow-on work, variation, or failed access may give rise to recharge or other cost recovery, the City will explain the basis of that view in broad terms and identify the route through which the matter will be handled.

13. Monitoring, Review and Governance

13.1 Reviewing this policy

This policy will be kept under review to ensure that it remains accurate, effective, and consistent with the City's service arrangements and wider requirements.

The City will review the policy:

- Every 2 years or:
- where there is a significant change in law, regulation, or governance requirements.
- where service delivery arrangements change materially
- where inspection findings, complaints, audit activity, or performance review indicate that revision is needed.

Minor drafting, administrative or contact-detail changes may be updated without a full policy review where that is appropriate and does not alter the substantive intent of the policy.

13.2 Oversight and accountability.

The City will maintain appropriate oversight of this policy and of the repairs and maintenance service to which it relates. This includes oversight of service standards, quality assurance, financial control, value for money, resident communication, and performance management.

This policy sits alongside the City's wider financial, procurement, audit, and governance arrangements. Those wider arrangements will continue to apply where relevant.

The City will identify the officer or service area responsible for maintaining this policy, arranging its review, and ensuring that approved amendments are incorporated into the current version. The policy owner, approval date and next review date should be recorded in the document control information for this policy.

14 Document Control

Document ID: REP-POL-SS

Version	Amendments Made	Prepared / Updated By	Reviewed By / Date	Approved By / Date	Next Review Date
1.0	N/A - New Policy	D Castle BRE Contracts Manager	Reporting Committee: 6-Apr- 2026 RCC	BRC:	
2.0	Following feedback from Reporting Committee Meeting.	Dan Sanders Director of BRE	Reporting Committee: 6-Apr- 2026 RCC	BRC:	

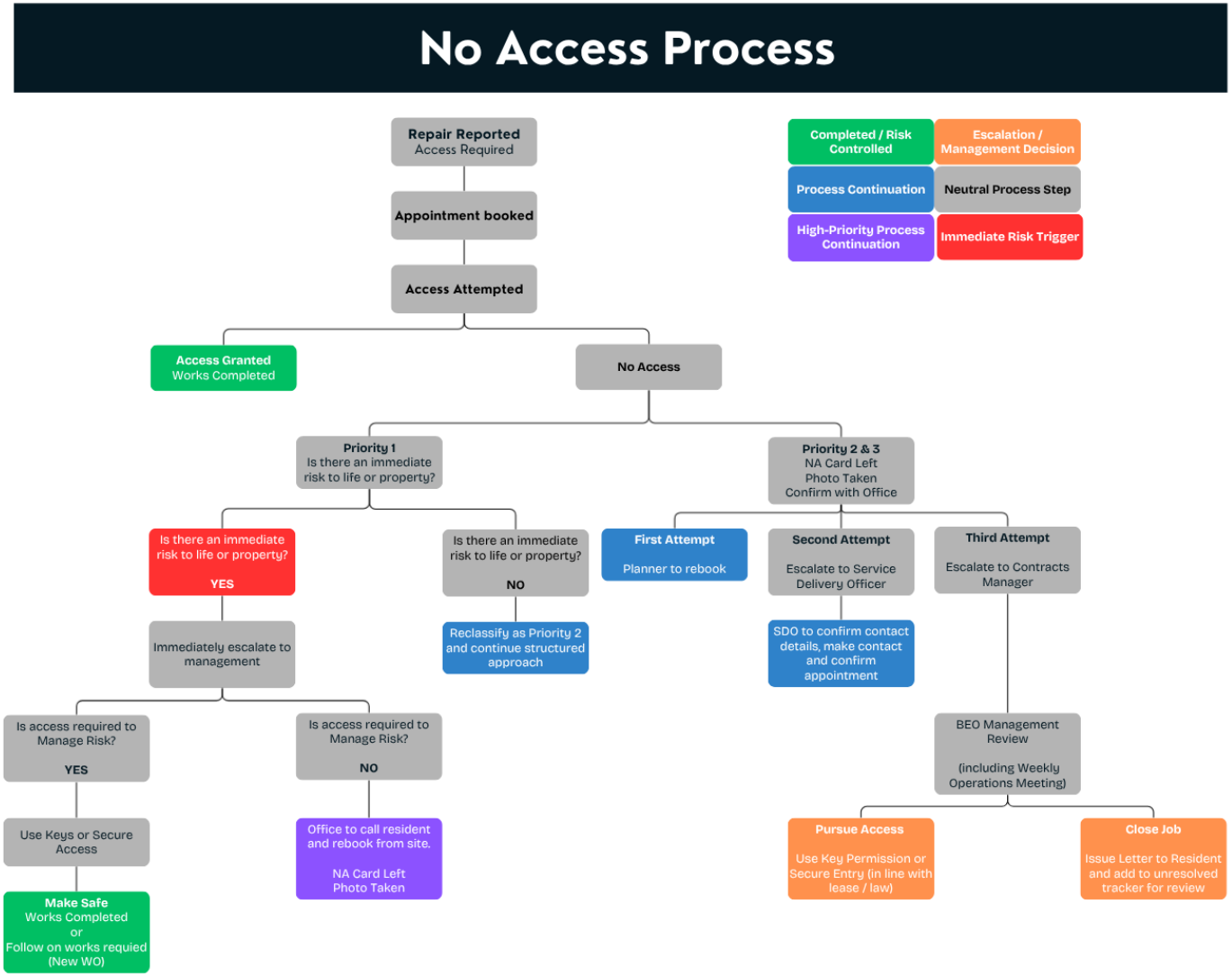
Appendix A – Key Performance Indicators Framework

For Period: DD-MMM-YYYY to DD-MMM-YYYY

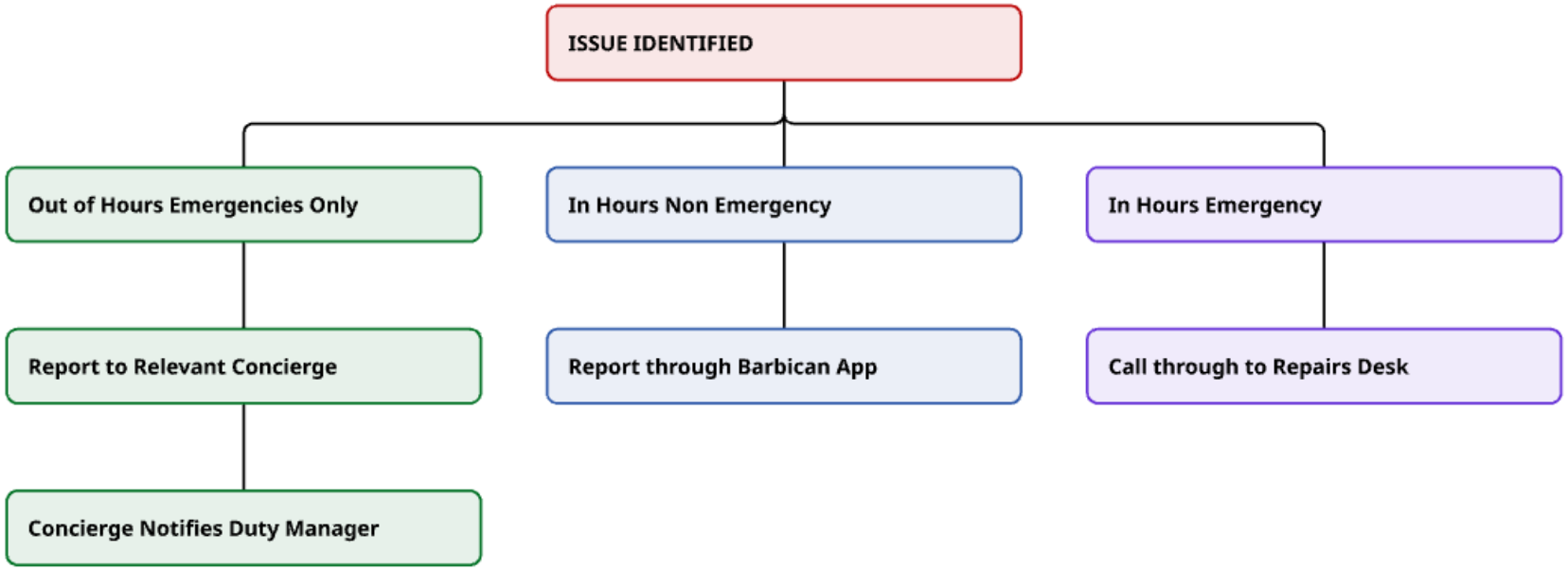
KPI	*KPI Name*	*Measure*	*Target*
	Total Repairs	Total Repairs Raised in the period	N/A (info and analysis)
		Total Repairs Completed	N/A – just total of figures below
		Total Repairs Outstanding	
		No of repairs on hold or transferred to PPM	
		No of repairs outstanding for more than 1 mth, 2 mths, 3 mths, 6mths, 1 year	
KPI 1	Customer Satisfaction	Questionnaires Issued on completed repairs	**100%**
		Questionnaires Returned	N/A (info and analysis)
		Average Satisfaction Score	**97%**
		Agreed Sample total	N/A (info and analysis)
KPI 2	Post Inspection Outcomes	Orders Post-Inspected	**95% (of agreed sample)**
		Defect Free Orders	**90%**
KPI 3	Priority 1 – Emergency Repairs	Number of Repairs in the period	N/A (info and analysis)
		No & %ge Completed in Target	**100%**
		No & %ge Completed out of target	N/A (info and analysis)
		Average completion time	N/A (info and analysis)
KPI 4	Priority 2 – Urgent Repairs	Number of Repairs raised in the period	N/A (info and analysis)
		No & %ge Completed in Target	**95%**
		No & %ge Completed out of target	N/A (info and analysis)
		Average completion time	N/A (info and analysis)
KPI 5	Priority 3 – Routine Repairs	Number of Repairs raised in the period	N/A (info and analysis)
		No & %ge Completed in Target	**95%**
		No & %ge Completed out of target	N/A (info and analysis)
		Average completion time	N/A (info and analysis)
KPI 6	First Time Fix	Completed in One Visit	**93%**
KPI 7	Recalls to Defects	Recalls Due to Defects	**<3%**
KPI 8	Appointments	Appointment Made	N/A (info and analysis)
		Appointments Kept	**97%**

KPI	*KPI Name*	*Measure*	*Target*
		Appointments Missed (contractor)	N/A (info and analysis)
		Appointments Rebooked (confirmed)	N/A (info and analysis)
		Appointments Rebooked (resident)	N/A (info and analysis)
KPI 9	PPM Testing Activities	No & %ge of planned testing activities completed within planned timescales	
		No & %ge of inspections completed	
		No & %ge of repairs because of inspections	

Appendix B – No Access Process



Appendix C – Reporting Channels



Who to Report to, How to Report, and Contact Details

Type of issue	*Who to report to*	*How to report*	*Contact details*
Non-emergency repair	Repairs Desk	Barbican App	LINK TO BE CONFIRMED ONCE BARBICAN APP GOES FULLY LIVE
		Telephone or email	
Emergency during normal hours	Repairs Desk	Telephone	NUMBER TO BE CONFIRMED
Emergency out of hours	Relevant Concierge	Concierge notifies Duty Manager	https://www.cityoflondon.gov.uk/services/barbican-estate/contact-the-barbican-estate-office Please find your concierge under "Estate Concierge, Out of Hours, and Key Permission."

Type of issue	*Who to report to*	*How to report*	*Contact details*
Informal mention to staff / contractor	Not a formal reporting route	Resident must still use an authorised route	n/a

Appendix D – Repairs and Maintenance Organisation Chart

