Estate Management Policy Framework & Delivery Programme

Purpose of this Paper

This paper sets out a structured approach to developing a suite of core estate management policies, aligned to the existing Repairs and Maintenance Policy**.**

The objective is to:

- Create a consistent policy framework across all estate functions
- Support operational efficiency and management in the BEO
- Ensure clarity, accountability, and transparency for residents and stakeholders
- Establish a phased delivery programme, with each policy developed over a 2–3-month period

The Repairs Policy provides the template model, including:

- Defined responsibilities
- Service standards
- Communication principles
- Governance and oversight structures

Strategic Approach – Policy Matrix Framework

Rather than standalone policies developed in isolation, the estate will adopt a Policy Matrix Framework, where each policy:

- Follows a consistent structure
- Aligns to shared principles (accountability, transparency, value for money)
- Links operational delivery to governance and reporting
- Includes KPIs, escalation routes, and review cycles
- Core Structure (replicated across all policies)

Each policy will include:

- Purpose and scope
- Roles and responsibilities
- Service standards
- Operational processes
- Communication approach
- Escalation and complaints
- Performance monitoring (KPIs)
- Governance and review

This mirrors the structure already successfully implemented in the Repairs Policy.

Proposed Policy Suite

The following policies are proposed as the core estate management framework:

i.) Service Charge Finance Policy

Purpose- To establish transparent, controlled, and compliant financial management of estate costs.

Key Areas:

- Budget setting and forecasting
- Service charge structure and cost recovery
- Financial controls and authorisation thresholds
- Section 20 consultation approach
- Reporting to residents
- Audit and assurance

ii.) Governance & Decision-Making Policy

Purpose – To define how decisions are made, approved, and scrutinised.

Key Areas:

- Roles of officers, committees, and working groups
- Delegated authority structure
- Decision-making thresholds

- Reporting lines and accountability
- Compliance with Landlord and Tenant Act 1985 including, consultation, and leaseholder rights
- Clear structure for engagement with leaseholders and recognised resident groups, with defined roles, consultation processes
- Documented and auditable decision-making, with clear delegation, recorded approvals, and alignment to lease, financial, and legal obligations
- Consistent management of stakeholder groups (leaseholders, tenants, associations), ensuring fairness, transparency, and controlled escalation routes

**This policy will be developed and supported with the outcomes of the already in train governance review.

iii.) Health & Safety Management and Compliance Policy

Purpose - To ensure the estate meets all statutory and regulatory obligations.

Key Areas:

- Compliance framework (fire, asbestos, water, etc.)
- Risk assessments and inspections
- Incident reporting and escalation
- Contractor compliance
- Audit and assurance

Resident Communication, Engagement & Community Policy

Purpose - To define how the estate communicates with and involves residents.

Key Areas:

- Communication channels and standards
- Response times and service expectations
- Resident engagement mechanisms
- Feedback and survey processes
- Transparency and reporting

iv.) Estate Security & Anti-Social Behaviour (ASB) Policy

Purpose - To manage estate safety, security, and behaviour-related issues.

Key Areas:

- Security arrangements (CCTV, access control, patrols)
- ASB definitions and thresholds
- Reporting and response process
- Enforcement and escalation
- Partnership with police / authorities

v.) Community Standards, Rules & Enforcement Policy

Purpose - To set clear expectations for resident behaviour and estate use.

Key Areas:

- Estate rules (noise, waste, pets, use of common areas)
- Breach identification and evidence
- Enforcement process
- Escalation pathways
- Legal and lease-based enforcement

Delivery Programme & Prioritisation

Policies will be developed in a phased programme, recognising capacity and importance.

Phase 1 – Critical Foundations (0-3 months)

- Health & Safety Management and Compliance
- Service Charge Finance

Phase 2 – Governance & Control (3-6 months)

- Governance & Decision-Making (we should have the CRS report by this time).
- Resident Communication & Engagement

Phase 3 – Community & Enforcement (6-12 months)

- Estate Security & ASB
- Community Standards & Enforcement

Phase	Policy	Timeline
Phase 1	Health & Safety	Months 1–3
	Service Charge Finance	Months 1-3
Phase 2	Governance	Months 3-6
	Communication & Engagement	Months 3-6
Phase 3	Security & ASB	Months 6-12
	Community Standards	Months 6-12

Key Principles Across All Policies

To ensure consistency, all policies will adopt the following principles (aligned with the Repairs Policy):

- Clarity and transparency
- Defined responsibilities
- Consistent service standards and KPI management
- Resident-focused communication
- Strong financial control and value for money
- Clear escalation and accountability

Governance & Oversight

Each policy will be:

- Reviewed at RepCom, RCC and approved through the Barbican residential Committee
- Subject to regular review (every 2 years or as required)

Performance will be monitored via:

- KPIs within each policy
- Resident feedback
- Audit and inspection

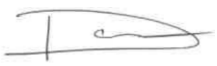
Policies will integrate into a single estate governance framework

Recommendation

The Reporting Committee is asked to:

- Endorse the development of the Estate Policy Matrix Framework
- Endorse the proposed policy suite and prioritisation
- Endorse the phased delivery programme
- Endorse alignment with the existing Repairs Policy structure

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For and on behalf of the Barbican Estate Office