

Good evening, members of the Barbican Association.

This is my second Barbican Association AGM — though I should confess, the first time I was here I was an observer, probably looking slightly lost, having only been in post a month — which, in Barbican time, means I had just about figured out how to get from Cromwell Tower to the BEO.

Looking back on a years' worth of work I am incredibly proud of what we have achieved, with collective support from leaseholders, members and the City of London we have managed to deliver:

- Clearer service charge literature and a reduction in service charge for 24/25 of circa. £2million
- An operational review and restructure implementation within the BEO.
- Appointed and mobilised a new repairs & maintenance contract including a successful meet the contractor event.
- Started a retrospective review of service charges with a view to provide restitution for leaseholders where the City/BEO has not historically performed.
- Filed our retrospective and future looking dispensation applications for temporary workers.
- Improved communication across the Estate.
- Recruited professionally qualified and attitudinally aligned appointments within the BEO with more to come.
- Announced a governance review with the overarching aim of ensuring all leaseholders are adequately represented.

Notwithstanding this work, I acknowledge that we still have and incredibly long way to go until we are performing as a functional, transparent and quality BEO should, over the next year we are going to:

- Finish our restructure which will include another 2-4 significant recruitment to senior posts within the BEO, these will be qualified and attitudinally aligned with the senior structure we have now.
- Carry out a forensic review of works that have taken place on the roof of BJH over the past 20 years from an independent architectural/surveying firm that will direct our restitution programme.
- Provide leaseholders with a capital expenditure plan which will inform project timelines and collections for leaseholders.
- Conduct a front-line staZing review to ensure we have appropriate training, equipment and staZing levels across the Estate.
- Provide an ASB strategy
- Provide a communication strategy
- Provide residents fire safety engagement programme.

The BEO under my stewardship has been on a bit of a learning curve, the cultural shift even in the year I have been here has been huge with Judith Finlay my exec director and Ian Thomas our CEO not accepting that narrative, but no one should underestimate the work and commitment that has gone into these changes.

I have also learnt over the past year our initial points of engagement on key papers and decision have not always been right, and we need to do more to ensure all leaseholders are able to express views and opinions early on before decisions are being made, a commitment I am happy to undertake and ensure we improve.

We are treating this year as a reset, I am building my team, pausing projects to properly plan financially and operationally and getting us ready to deliver the services this amazing development needs and deserves.

Finally, I just want to touch on relationships, I have invested a huge amount of time with the Barbican Centre (not just to indulge my guilty pleasure of musicals) but to ensure as the Centre moves into its huge £200 million project, we collectively are key stakeholders. I am extremely confident under the stewardship of Phillipa Simpson who many of you have met, we will be afforded every courtesy and opportunity to meaningfully engage, recently we co-hosted an event in the conservatory that was received fantastically, this sought of cross collaboration working will only seek to smooth cross cutting projects. Later this month we have the inaugural meeting of the Barbican Strategy Group, inviting stakeholders to discuss cross cutting projects like the podium and renewal etc.

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