

## Terms of Reference

**June 2024**

### Barbican Residential Estate Major Works Programme Board

The overarching role of the Major Works Programme Board is to ensure that a robust forward works programme is planned and delivered which addresses the long-term needs of the Barbican Residential Estate while delivering quality and value for leaseholders, residents and the City and is managed with the rigour of formal Programme Management disciplines.

#### **Attendees**

<b>Title</b>	<b>Person</b>	<b>Attendance</b>
Assistant Director – Barbican Residential Estate	Daniel Sanders (Chair)	Core
Head of Property Services	Eoin Doyle	Core
BRC Representative	Sandra Jenner	Core
RCC Representative	Jo Boait	Core
RCC Representative	Steve Ellis	Core
RCC Representative	Kevin Rogers	Core
Asset Maintenance Working Party Representative	Tam Pollard	Core
Programme Board Administrator	TBD	Core
Head of Service Charge and Revenues	Shruti Sonawane	Core
Finance Representative (Chamberlin's)	TBD	As Required
Planning Policy (Built Environment)	TBD	As Required
Energy & Sustainability Representative	Emma Bushell	As Required
City Solicitors	Principal	As Required
City Procurement	City Surveyor	As Required
Corporate Programme Office	Head of Major Programmes Office	As Required

#### **Functions of the Board**

To ensure that the roles and responsibilities of its members are clear through regular review of ToR to ensure it remains fit for purpose,

To ensure the development of a robust forward works programme, that addresses the long term needs of the Barbican Residential Estate while delivering quality and value for leaseholders, residents and the City

To ensure that programme stakeholders are engaged at a level that is commensurate with their importance to the programme and in a manner that fosters trust,

To ensure that the business cases supporting the programme and constituent projects are informed by relevant and realistic information that provides a reliable basis for recommending decisions, and ensure the following factors are considered:

- Necessity of work
- Timing / scheduling of work to ensure efficiency and minimise impact
- Costs and value for money
- Benefits

To ensure that the targeted benefits of the programme and key deliverables of its constituent projects are in line with, and contribute to the City's overall business plan, core objectives and published values

To ensure that the development and delivery of the programme complies fully with the City's project governance procedures, financial and procurement regulations, and relevant legal frameworks/governance

To ensure that there is no diminution in property values arising from the programme,

To ensure that the impact on the living conditions of residents in their homes is taken into account and minimised as far as practical before work is undertaken

To ensure that the terms and conditions of the lease are complied with at all times

To review Project Briefings and Gateway reports as required (prior to submission to Committee or delegated authority for approval),

To ensure that appropriate performance measures are set, and monitor these as part of regular reporting to the board,

To ensure that a register of all risks (including impacts, likelihoods and mitigations), issues, assumptions and dependencies is produced, monitored against and reported on for all aspects of the programme

To ensure disciplined project management and reporting, supported by appropriate methods and controls, is applied throughout the programme lifecycle,

To ensure that the programme is adequately funded and resourced by communicating and reporting to the relevant decision-making committees

To ensure that Listed Building Regulations and Heritage Requirements are not breached

To ensure that costs are identified and allocated between the Landlord and Leaseholders and any appropriate 3rd party, fairly and in line with the terms of the lease and ensure that the financial impact/affordability of costs for leaseholders and/or landlord are considered in planning and phasing of work.

To monitor and review progress thereby ensuring that the programme is delivered within its financial limits and operational boundaries,

To provide a forum to enable re-prioritisation of the programme in response to changing circumstances and events,

To ensure that there are clearly defined criteria for reporting programme status / highlight reporting (including status updates, key risks / issues, timelines and costs, and RAG status), and the escalation of risks and issues to the levels required by the City,

To encourage best practice and share lessons learnt to improve programme delivery and bolster stakeholder confidence.

To ensure that repairs and cyclical works are aligned with capital works programmes, schedules and procurement exercises.

To review the Asset Management Strategy (due summer 2024) regularly to ensure the aims and objectives are met during the delivery of major and other works to the estate.

To ensure that modern alternatives are considered where practical, particularly where these may support other City priorities, such as climate strategy,

To explore opportunities for collaboration across the wider Barbican estate with other stakeholders who may be affected by aspects of the programme, i.e. Arts, Centre, Guildhall School, City of London Girls School, with a view to sharing costs or best practice.

### **Operations**

The Board will meet monthly in a hybrid format to ensure maximum attendance,

The Board will be chaired by the Assistant Director of Barbican Residential Estate as Senior Responsible Officer for the programme, or nominated deputy in the event of absence,

The Programme Board Administrator will provide a monthly programme/project update report for consideration and approval. The report, meeting agenda, previous minutes and any documents submitted for consideration are to be circulated at least seven days in advance of the meeting,

The Programme Board Administrator will schedule and minute meetings, ensuring robust document management systems are in place to ensure actions and decisions are recorded,

The Programme Board may require additional information on a specific project and require the relevant project manager to attend the board for the purpose of wider discussion,

Members who are unable to attend a meeting are to appoint an alternate to attend in their stead.

### **Member responsibilities**

Individual members of the Board each have a responsibility to:

Understand the programme objectives, scope, costs, benefits, risks and mitigations

Represent, as appropriate, specific stakeholder interests,

Understand the impact of the programme on the Barbican Estate, ensuring that the programme's objectives are in line with those of the City as a whole,

Understand the impact of the programme on Leaseholders and Residents, ensuring compliance with the terms of the lease,

Understand the impact of Listed Building requirements on the programme and ensuring compliance

Helping to identify interdependencies with other programmes and activities,

Helping to identify risks and issues facilitating their management by taking ownership for their resolution, and helping to resolve conflicts between stakeholders which might arise during implementation,

Provide advice and counsel to the Senior Responsible Owner and the delivery team,  
Identify, acknowledge and declare any potential or actual conflict of interest in any relevant area,

Help to communicate throughout the wider City Corporation and Barbican Estate residents the programme's purpose and progress,

Make such resources available as are necessary for the completion of agreed work in the programme and projects,

Ensure the delivery standards of programme and projects.

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