

Approval of review recommendations - Barbican Estate Transformation Programme

Not started

Progress Key: In progress

Completed

Number	Recommendation (What do we need to do?)	Officer Responsible	Progress	Start date	Deadline	Outcome (what will residents see as a result?)	Comments and Additional Actions
1. Approval of review recommendations and governance							
1.1	Presentation on recommendations to Barbican Residential Committee and Residents Consultation Committee on	Altair	Completed	Completed	Completed	Understanding and engagement with review recommendations.	Completed - 24/5/2023
1.2	Feedback from residents on the Altair recommendations seen by the Barbican Residential Committee in conjunction with the Resident Consultation Committee	Chair - Resident Consultation Committee	In progress	08/09/2023	08/09/2023	Improve efficiency and customer/resident service, oversight by Interim Head of BEO. Feedback from residents considered by the Barbican Residential Committee	
1.3	Approval of recommendations by Barbican Residential Committee	Head of Barbican Residential Estate	In progress	08/09/2023	08/09/2023	Stakeholder input and agreement on direction of travel. Agreement on frequency of monitoring progress against plan.	A special meeting of the Barbican Residential Committee has been set up for the 9th of August 2023 to ensure momentum and delivery of action plan
1.4	Engage and inform Ward Members	Head of Barbican Residential Estate	In progress	Started	Ongoing	Elected Members will be kept fully up to date in regard to process and implementation. Agree a regular reporting and feedback mechanism.	This will be done on an ongoing basis throughout the implementation of this programme
1.5	Streamline the approach to performance and financial reporting at committee level to provide each committee with required information and assurance in an agreed, standardised format.	Housing Consultant, Head of Barbican Residential Estate and Service Charge & Revenue Manager	In progress	10/01/2023	02/01/2024	Provide residents with appropriate and accurate and trusted information	
1.6	Establish Executive BEO Transformation delivery & oversight group with BRC, RCC and officers to ensure progress and delivery of plan.	Exec DCCS	Completed	27/7/23	ongoing 2023-2025	To ensure effective delivery of Barbican Estate office transformation plan, including resident engagement and sufficient resourcing of delivery.	Existing BEO steering group meeting fortnightly will lead the project. Working sub groups will be established for individual areas.
1.7	Agree capacity required to ensure effective delivery of transformation programme	Exec DCCS, Head of BRE	In progress	07/01/2023	Ongoing	To ensure effective delivery of Barbican Estate office transformation plan, including resident engagement.	Additional project officer & Housing consultant capacity in place & funded by CoLC. Reviewing further additional capacity.

The progress of this action plan will be monitored by the Barbican Estate Transformation Programme Board.

This Programme Board is made up of the following individuals:

Executive Director of Community and Childrens services
Housing Consultant
Head of Barbican Residential Estate
Assistant Director - Barbican & Property Services
HR Officer
Finance Officer
Strategy & Projects Officer
Chairman of the Barbican Residents Association
Chairman of the Residents Consultation Committee
Elected Members of the City of London Corporation

Phase 1 - Organisational Design - Barbican Transformation Programme

Progress Key: Not started
In progress
Completed

Number	Recommendation (What do we need to do?)	Officer Responsible	Progress	Start date	Deadline	Outcome (what will residents see as a result?)	Comments and Additional Actions
2. Recruitment of the Head of Barbican Residential Estate							
2.1	Recruit to Head of Barbican Residential Estate (BRE)	Housing Consultant, Chair RCC & Executive Director - DCCS		07/01/2023	30/11/23	Permanent appointment to Head of BEO role, leading the delivery of continuing improvement in the BEO.	Job description completed, job evaluation underway, recruitment consultant selection process underway. Recruitment process to commence in September. Agree Member and resident involvement in selection process.
New job profile for Head of Barbican Residential Estate (BRE) drafted and agreed							
3.1	Assess and identify optimal organisational structure to achieve cost savings, and improve efficiency and effectiveness	Head of Barbican Residential Estate & HR Business Partner		14/8/2023	11/01/2023	To ensure structure in place to deliver an effective & VFM BEO. Costings for several organisational options for approval - Barbican Residential Committee	Develop detailed plan & options appraisal to facilitate implementation of a cost efficient and effective service.
3.2	Line management change of Service Charge & Revenue Manager from Assistant Director Housing to Head of BRE	AD Housing and Barbican		14/8/2023	31/8/2023	To enhance clarity, transparency and accuracy of service charges	Initial consultation has been carried out and there were no objections
3.3	Line management change of Property Services Manager & team from Head of Repairs & Maintenance to Head of BEO.	AD Housing and Barbican		14/8/2023	31/09/2023	Improved efficiency and dedicated BEO service.	Discussions with staff to commence in August.
3.4	Increase working hours of Commercial Officer and change line management to Service Charge and Revenue Manager	AD Housing and Barbican & Head of Barbican Residential Estate		Completed	Completed	Increased remit of Commercial Property Officer to maximise income generation for commercial activity across the Barbican Estate focusing on car parks and storage areas. Increased capacity across the customer facing services	Initial consultation has been carried out and there were no objections. Completed.
3.5	Develop and implement a succession plan for the Head of Service Charge & Revenue role.	AD Housing and Barbican & Head of Barbican Residential Estate		14/8/2023	31/01/2024	Future proof the management of service charge accounts through successful recruitment and sufficient handover period.	
3.6	Develop a new role profile for the Contract Manager/Surveyor role and recruit to post	AD Housing and Barbican & Head of Barbican Residential Estate		31/8/2023	31/10/2023	Residents will see a single point of accountability for repairs leading to more effective reporting and timely action on repairs. Accountability for repairs and asset management sits with the Head of Barbican Residential Estate	Action: Set up recruitment process for Contract Manager/Surveyor role
3.7	Reduce use of overtime and agency staff.	Head of Barbican Residential Estate		Started	01/01/2024	Quarterly reports include financials and improve resource planning to reduce spend on overtime and agency staff	

3.8	Explore whether any services would provide better quality & value for money if outsourced	Head of Barbican Residential Estate		12/01/2023	04/01/2024	A report will be presented to Barbican Residential Committee on services recommended for outsourcing/retaining in house services.	
4. Review Property Services (Resident Engineers)							
4.1	Draft job profile for Property Co-Ordinator role and recruit to post	Head of Barbican Residential Estate		10/01/2023	01/01/2024	Residents will see a single point of contact for all repair issues and capacity within property services increased.	
4.2	Revise Property Services offer	Head of Barbican Residential Estate		TBC	TBC	Improved VFM and efficiencies to the service charge account	
5. Review the Cleaning Service							
5.1	Review the cleaning service and its management structure	Head of Barbican Residential Estate		11/01/2023	30/01/2024	Demonstrate VFM against outsourcing options	
5.2	Review the working rotas and allocation of activities for cleaners	Head of Barbican Residential Estate & Estate Services Manager		14/8/23	30/9/2023	Residents will see a published cleaning specifications, standards, schedule of inspections and reports	Inspections now live, specifications currently in development
6. Review the Car Park Service							
6.1	Create pool of Car Park Attendants and Lobby Porters who can support with covering holidays and sickness	Head of Barbican Residential Estate		30/09/23	31/11/2023	Residents will see greater service quality through a reduction in lost hours of Car Park Attendants and Lobby Porters	Recruitment has been challenging in the current employment environment and we discussing alternatives with Unions
6.2	Review the future of the car park service	Head of Barbican Residential Estate		10/01/2023	30/04/24	Residents could see increased cost savings and efficacies to the service charge account	
7. Review Repairs and Resident Services							
7.1	Review and implement new processes for general repairs, resident services, spare key storage, parcel collection and effectively communicate timelines for different repairs	Head of Barbican Residential Estate, Resident Service Manager and Estate Service Manager		10/01/2023	30/11/2023	Residents will see improvements in service quality	
8. Performance Management							
8.1	Implement the use of the City of London's established performance management framework, values and behaviours, including regular 121's and team meetings for all staff	Head of Barbican Residential Estate, Resident Services Manager and Estate Services Manager		09/01/2023	Ongoing	Residents will see improvements in service standard evidenced through a site of KPIs agreed by SLA Working Party	Training and cycle of meetings completed. Audit on quality and cycles outstanding
8.2	Develop and implement a clear, robust performance management framework with agreed key performance indicators for ongoing monitoring for all Barbican Estate staff.	Head of Barbican Residential Estate		10/01/2023	31/11/2023	Residents will see improvements in service standard evidenced through a site of KPIs agreed by SLA Working Party	
8.3	Carry out full training needs analysis to ensure all required learning and development activity is identified.	Head of Barbican Residential Estate		10/01/2023	30/11/2023	To ensure staff are supported through effective training and development.	Inclusion in the transformation programme
8.4	Roll out customer service training for all staff to assist culture change, including values, behaviours and resident focused approach.	Head of Barbican Residential Estate		01/01/2024	30/04/2024	Residents will see improved levels of customer service through greater staff training	Inclusion in the transformation programme

8.5	Develop an annual training programme for Barbican Estate staff	Head of Barbican Residential Estate & Learning and Development Team		04/01/2024	Ongoing	Ensure staff skill sets are appropriate to customer demands and needs	Developed from appraisals and training needs analysis
8.6	Improve resource planning to reduce spend on overtime and agency staff	Head of Barbican Residential Estate, Estate Services Manager and Service Charge and Revenue Manager		10/01/2024	31/3/2024	Evidence VFM - Target of 30% saving 23-24 actuals	Due to historical custom and practice the reduction in overtime is incremental (HR advice)
8.7	Implement training for managers and supervisors related to performance management	Head of Barbican Residential Estate		Completed	Ongoing	To ensure effective management of staff performance & service delivery.	Completed & ongoing linked to personal development plans
8.8	Produce a KPI dashboard for the Barbican Estate to improve performance, accountability and transparency	Head of Barbican Residential Estate		12/01/2023	31/3/24	Provide residents with a suite of KPIs to provide robust scrutiny, transparency and accountability	

Phase One - Process Re-Design - Barbican Transformation Programme

Progress Key:

- Not started
- In progress
- Completed

Number	Recommendation (What do we need to do?)	Officer Responsible	Progress	Start date	Deadline	Outcome (what will residents see as a result?)	Comments and Additional Actions
9. Change Management							
9.1	Consult with Barbican Staff on proposed changes and set out the impact of any process design changes on staff roles	Head of Barbican Residential Estate		01/09/2023	04/01/2024	N/A	<p>Action: Conduct a series of workshops to establish purpose, tasks and construct customer experience journey maps.</p> <p>Action: Develop a Policy and procedure matrix, identify lead officers provide review and completion deadlines.</p> <p>Action: Consultation with recognised Trade</p>
9.2	Set out a detailed programme for implementing changes to ways of working to deliver new processes	Head of Barbican Residential Estate		10/01/2023	TBC	To review and streamline processes using technology, ensuring maximum efficiency for staff and residents.	
9.3	Review the management of Service Level Agreements	Head of Barbican Residential Estate, Resident Service Manager & SLAWP		01/09/2023	30/12/2023	Residents will see a revised set of service standards that will simplify the service and improve performance	
9.4	Ensure all processes are properly documented and available to staff and residents	Head of Barbican Residential Estate		Started	31/1/2024	Residents will have improved access to information in a way that suits them best	
10. Complaints							
10.1	Review and improve process for raising a concern or complaint	Head of Barbican Residential Estate		Started	31/09/2023	Residents will be able to report complaints more easily and will have a clear idea on the process that will be followed, such as response times and various stages of a complaint and resolution.	
10.2	Improve routes for residents reporting issues with easy-to-use single points of contact.	Head of Barbican Residential Estate & Resident Service Manager		Started	Ongoing	Residents will see an increased service quality and will find it easier to contact the City Corporation	Draft enquiry form produced which is currently being consulted on with residents
10.3	Provide clear communication, feedback and progress updates to residents on a regular basis on aspects relating to the delivery of this programme.	Head of Barbican Residential Estate & Resident Service Manager		Started	Ongoing	Residents will see better and timely communications	Resident being meeting planned for September 23 to update all interested residents on planned changes.
11. Communications							
11.1	Review and improve communications and develop a Communications Strategy	Head of Barbican Residential Estate		Started	01/01/2024	Residents will see easier to understand and improved communication from the City Corporation	
11.2	Agree communications framework collaboratively with residents and Head of Barbican Residential Estate	Head of Barbican Residential Estate		09/01/2023	30/10/2023	Customers: Focus on customer experience & customer first perspective, Education and communication of customers	

11.3	Increase the number of held residents email addresses in our database.	Resident Service Manager		09/01/2023	31/12/2023	By increasing the percentage of resident emails we hold on record, residents will see better communication and will be kept up to date in a more informed way of important information relating to the estate	The number of held e-mail addresses of residents on our database is 70% of all properties. Residents have raised concerns that our newsletters are not topical enough. Action: Review newsletter communications and frequency
11.4	Provide communications training to Barbican Estate staff.	Head of Barbican Residential Estate		Started	01/10/2023	Improved written and verbal communication with residents	
12. IT & Technology							
12.1	Improve best practice in the use of IT including the development of resident portals	Head of Barbican Residential Estate		Started	TBC	Residents will see an improved service quality and will find it easier to pay service charges or interact with the City Corporation in a more efficient and easier way	
12.2	Consult with residents on any impact or future access to services where appropriate	Resident Service Manager		Started	31/12/2023	Residents will have greater opportunity to have their voices heard and contribute in a co-productive way	
13. People Management							
13.1	Manage and reduce staff sickness absence levels amongst our staff	Head of Barbican Residential Estate		Started	Ongoing	Staff will be supported. Residents will see lower levels of sickness amongst our staff. Residents will also see an increased service capacity and service quality	Development of a programme with the Health and Well-being Team
13.2	Review long-term absence cases to ensure appropriate actions are progressed in line with City Corporation processes.	Head of Barbican Residential Estate		Completed	Completed	Days lost to sickness are reduced	Confirm all sickness absence cases now in line with City sickness absence procedures
14. Contract Management							
14.1	Implement quality checks and performance reviews of contractors from a client perspective.	AD Housing and Barbican & Head of Barbican Residential Estate		09/01/2023	Ongoing	Residents will see an increased service quality and contractors will be clear and deliver against expectations	

Phase One - Budgeting, Cost Control and Performance Monitoring - Barbican Transformation Programme

Number	Recommendation (What do we need to do?)	Officer Responsible	Progress	Start date	Deadline	Outcome (what will residents see as a result?)	Comments and Additional Actions
15. Budget Management							
15.1	Carry out an independent, external review & validation of resident service charges	Housing Consultant		Started	01/10/2023	Improving budgeting process: simplify accounting, foreshorten budget timetable; strengthen process of justification of budgets and spends to residents, regularise reporting	Review the current service charge accounting processes
15.2	Review Budgeting timetable to ensure all costs provided by other teams can be sufficiently reviewed	Head of Barbican Residential Estate and Service Charge & Revenue Manager		Started	04/01/2024	Improve accuracy in service charge accounts	
15.3	Carry out the reconciliation of the previous year service charges	Service Charge & Revenue Manager		Started	05/01/2024	Demonstrate to residents that robust financial controls, due process and scrutiny have been applied to service charge accounts	
16. Budget Performance							
16.1	Agree the proposed budget performance reporting framework at committee and agree a reporting cycle for each	Head of Barbican Residential Estate		11/01/2023	04/01/2024	Agree appropriate financial and performance monitoring framework by appropriate resident committees.	House Officer Report to House Groups and Resident enquiry form in consultation.
16.2	Identify the data sources for the performance framework	Head of Barbican Residential Estate		11/01/2023	04/01/2024	Provide accurate and verifiable data	Linked to civica project
16.3	Outline the process and reporting cycle for producing the performance framework	Head of Barbican Residential Estate		11/01/2023	04/01/2024	Provide residents with timely, accurate and trusted information	
16.4	Implement regular review of financial and performance monitoring framework for internal and external contractors	Head of Barbican Residential Estate		10/01/2023	12/01/2023	Demonstrate a contract management culture, accountability and transparency of service charge expenditure	
16.5	Provide clear annual statement to leaseholders following the end of each service charge period giving a summary of costs and expenditure.	Service Charge & Revenue Manager		Started	04/01/2024	Provide accurate and transparent service charge accounts	
16.6	Improve the quality of information on service charges to ensure that it is clear, accessible, accurate and value for money	Head of Barbican Residential Estate and Service Charge & Revenue Manager		Started	04/01/2024	Provide clear, house and estate based, explanations for key variances between estimated and actual expenditure	
17. Budget Communication							
17.1	Ensure clear communication to leaseholders on how overheads are apportioned.	Head of Barbican Residential Estate and Service Charge & Revenue Manager		Started	04/01/2024	Provide clear accountability for the costs and service level agreement provided by Col	Carry out analysis of activities undertaken, time required, salary and staffing on-costs and communicate to leaseholders.

Not started

In progress

Completed

17.2	Carry out detailed review of budgeting process to provide confidence to leaseholders.	Housing Consultant, Head of Barbican Residential Estate and Service Charge & Revenue Manager		09/01/2023	04/01/2024	A formal report on discovery and recommendations to Committee leading to increased understanding and confidence in budgeting process.	
17.3	Ensure regular reporting that holds budget holders to account for any variances.	Head of Barbican Residential Estate and Service Charge & Revenue		Started	01/10/2023	Formalised and timely reporting of variances to residents	
18. Asset Management							
18.1	Produce and publicise a 5-year asset management plan arising from the completed stock condition survey	Head of Major Works		Started	TBC	Published 5 year asset management plan to ensure effective management of the Barbican estate	
18.2	Tender all major works to ensure leaseholders see value for money	Head of Major Works		Started	TBC	Committe reports demonstrating VFM	
18.3	Ensure consultation with residents on the detailed plan 5 year asset management plan for major works – when they will be carried out, procurement and costs	Head of Major Works		Started	TBC	Engagement and transparency on major work expenditure to residents	
18.4	Ensure that monitoring of progress across major works programmes and spend is included in performance monitoring	Head of Barbican Residential Estate & Head of Major Works		10/01/2023	Ongoing	Regular reporting on project plan and expenditure	