

## Job Description

<b>Job Title</b>	Assistant Director of Barbican Residential Estate
<b>Department</b>	Community & Children's Services
<b>Grade</b>	I
<b>Location</b>	Barbican Estate Office
<b>Responsible to</b>	Executive Director Community & Children's Services
<b>Responsible for</b>	Barbican Residential Estate Team

### Purpose of Post

The Barbican Residential Estate is a Grade II listed asset comprising 2,100 flats in 3 high rise towers, 13 blocks of 11 storeys above ground level and 4 terraces of houses. The vast majority (98%) of properties are owned by leaseholders. The estimated annual running costs are currently £18.5m for 2023/24.

The purpose of the Head of the Barbican Residential Estate is:

Provide strong leadership, direction, and guidance to senior managers regarding the delivery of accountable customer focused, high quality, value for money, services for the residents of the Barbican estate. To act on the recommendations of external review and transform service delivery in partnership with residents, City of London elected members and colleagues, and contractors.

Oversee the maintenance of the fabric, mechanical and engineering infrastructure. Ensuring robust contract management and programme planning, high quality service delivery, value for money, and contractor accountability.

Provide strong leadership and direction for the delivery of excellent leaseholder and tenant services to approx. 4,000 residents of the Barbican Residential Estate, ensuring service charges are fair and equitable, expenditure is tightly controlled and managed, and must meet all legal requirements.

Provide strong leadership for the strategic planning and provision of services to the Barbican Residential Estate and the management of leasehold properties including the strategic and financial management of the commercial portfolio. To horizon scan emerging best practice and seek out the latest thinking and innovation across all service areas.

To work with Members in setting and delivering the strategic aims and objectives for the Barbican residential estate. To be a trusted partner and advisor in all dealings with residents, City of London colleagues, elected members, committees, and groups identified in the approved governance structure (currently Barbican Residential Consultation



Committee (RCC) and its Working Parties, and the Barbican Residential Committee (BRC) and other relevant Committees) to ensure productive dealings and positive outcomes which fulfill the accountabilities and responsibilities detailed below.

To be responsible for the management and mitigation of all risks associated with the maintenance of a large residential estate that is the Barbican Estate, most particularly: Devaluation of the asset; Financial, Health and Safety including Fire Safety, employment, procurement/contracting, business continuity, adherence to the lease and ensure that all Statutory requirements, City and Professional standards are adhered to. To provide assurance that the services are compliant, and exceptions are rigorously monitored to improvement.

To provide strong leadership, direction and guidance to the Barbican Estate Residential Team and promote a positive and inclusive culture, by leading, managing, and motivating the Barbican Estate Residential Team through performance monitoring and robust action plans to deliver efficient, customer focused, effective residential services, involving residents, and keeping colleagues informed.

To role model the values and behaviour of the City of London so that others can see and hear and learn from you. Lead and work collaboratively across all service areas with other senior managers, including those from partner organisations and agencies, to generate efficiencies.

### **Principal Accountabilities/Main Duties and Responsibilities**

1. Provide strong strategic direction and proactive leadership to managers and staff of the Barbican Residential Estate and influence and contribute to strategic objective setting. Be accountable and responsible for the provision of all services in terms of quality, cost and timeliness to leaseholders and tenants including commercial tenants. Exercise a high level of professional judgement in dealing with a wide range of professional or management issues which may have political, financial, or reputational sensitivities.
2. Take strategic ownership for the implementation of the transformation of the Barbican Residential Estate implementing the recommendations of external review including improvements to:
  - Culture – ‘customer first’ behaviour and attitudes by all staff,
  - Organisational structure and roles and the efficiency and effectiveness of service delivery
  - Process redesign, including use of technology
  - Budgeting, cost control and financial reporting
  - Performance management
  - Communication with customers
3. Drive significant culture change to achieve excellence and effectively remedy shortcomings in service delivery by leading and motivating the workforce to act efficiently and effectively, acting as advocates for residents with third party

contractors to ensure value for money, high quality works, increased resident satisfaction and reduced numbers of formal complaints.

4. To oversee and lead an 18.5 million pound budget associated with running the Barbican Residential Estate including ensuring that the production of service charges are accurate, verified and value for money, and actively monitoring expenditure to ensure that costs are justifiable and remain within budget.
5. Lead on the development of complex plans, service improvements and developments, policies, standards, and performance targets in accordance with corporate and strategic aims and objectives, including the climate action strategy. Develop an annual Business Plan, which drives the continuous improvement of services, including quality, cost, and adherence to agreed service levels to residents.
6. To provide direction and leadership on all technical services maintaining the fabric, mechanical and engineering infrastructure of the estate. To act as a strong client to ensure that the appropriate technical/professional knowledge and skills are available to undertake necessary works through direct employment or 3<sup>rd</sup> party contracting.
7. Work with Corporation colleagues to ensure there is an ongoing fully costed programme of major works to oversee the infrastructure of the estate and that repairs and refurbishment solutions are optimal, timely, delivered efficiently, and value for money is demonstrable. Ensure that environmental sustainability is considered in all aspects of the role, including solutions for repairs/replacement of the fabric and mechanical and engineering infrastructure.
8. To be the authority for ensuring due process is followed in the procurement of all 3<sup>rd</sup> party contractors; the appropriateness of contractual terms and the ongoing management of their work in line with those terms; they are in line with statutory and local regulations including financial and, procurement regulations and standing orders.
9. Drive a rigorous approach to performance management within the team, ensuring that mechanisms are in place to collect, compare and analyse performance data to drive improvements in achieving value for money, reducing, and managing complaints effectively and increased customer satisfaction. Drive a culture of continuous improvement acting as coach, mentor and role model to managers and staff by providing regular formal and informal team and individual feedback, training and development to provide excellent services, a 'Customer First' approach, and constantly seeking ways of improving services.
10. Proactively create, foster, and manage effective relationships with Members, senior officers, and high level internal and external stakeholders. Create and build a collaborative relationship with residents, consulting and working with resident representatives on all matters affecting lessees with costed, value for

money, plans and timescales for solutions in accordance with City policies. To act as a trusted partner to obtain the highest levels of service quality on behalf of residents. To build a culture of openness and transparency, reporting to and seeking approval from Committees identified in the formal governance structure.

11. As a member of the departmental leadership team, contribute professional managerial and creative input to the development of departmental and corporate plans and advise the departmental leadership team on all matters pertaining to the Barbican Estate.
12. Provide direction and leadership on all Risk Management pertaining to the Barbican Residential Estate producing a formal rolling Risk Register with mitigations for agreement with Leaseholders and City of London, where appropriate, including:
  - a. Health & Safety Risks - Implement the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and always giving due regard to the health and safety of the jobholder and others, including City staff, Barbican Residents, Contractors, and members of the public when carrying out their duties.
  - b. Employment Risk - actively seek to abide by City of London's employment policies, most particularly implementing the City of London's Equal Opportunity Policy and the objective to promote equality of opportunity in relation to the duties of the post.
  - c. Financial risk - comply with the City of London Financial Regulations and properly monitor and report budget outturn positions on a regular basis as required, including alerting the Line Manager and Chamberlains representative of any significant budget variance in a timely manner and taking appropriate corrective action.
  - d. Business Continuity Risk - Ensure that a plan exists to ensure business continuity in case of all feasible risks and be a member of the department's emergency management and response team in the event of any declared major incident to ensure business continuity.
  - e. Lease – Ensure that terms of the lease and statutes pertaining to Landlord/Tenant relationships are applied rigorously in the performance of the work of the Barbican Estate Office to avoid disputes, complaints and formal Tribunal and Ombudsman cases.
  - f. Ensure that all services are delivered in accordance with statutory and regulatory requirements, national policy, and best practice and guidance at all times.
13. Present and influence high level stakeholders within and outside the City of London on complex matters which can be contentious, sensitive, or have a

high public relations profile or major financial consequences for the City of London.

14. To undertake any other duties that may reasonably be requested appropriate to the grade.

## Person Specification

PERSON SPECIFICATION	
<b>Job Title</b>	Assistant Director of Barbican Residential Estate
<b>Department</b>	Community & Children's Services - Barbican Estate
<b>Grade</b>	Grade I

Please find below the key skills, knowledge and experience which are essential requirements for this post.

### 1. Technical skills/professional qualifications/relevant education and training.

Requirement	Evidence
1. Professional qualification to degree level or above (Cert CIH or MCIH) or, equivalent experience in a senior management role.	Application
2. Experienced in developing high quality technical building/construction work and managing the professions who undertake it, including ability to ensure effective contract management of 3rd party contractors.	Application / Interview
3. An experienced strategic leader able to implement change in a culturally sensitive way and able to gain the commitment of others to the City of London's vision and Corporate Plan outcomes.	Application / Interview
4. Detailed knowledge and experience of the application of the statutory and regulatory frameworks for the delivery of housing services, UK housing law, policy and best practice including, a specific detailed knowledge of legislation and regulation in respect of leasehold property.	Application / Interview
5. A commitment to consultation and communication both internally and externally, supported by excellent communication skills. Able to promote the City of London and carry out civic duties. Able to	Application / Interview

Chair high impact meetings and present complex reports. Able to develop and maintain strong relationships with key partners, including residents, Members, local authorities, contractors, professional organisations, and other housing and commercial providers.	
6. Excellent written communication skills, with the ability to produce and develop strategic plans, committee reports and consultation documents.	Interview / Test
7. Evidence of substantial multi-million pound budgetary and financial skills for managing and monitoring the Barbican Residential Estate Accounts, to ensure value for money, accuracy of service charges and holding contractors to account.	Application / Test
8. Evidence of continuous professional development and involvement in housing and how this has improved operational practice and increased customer satisfaction.	Application / Interview
9. Evidence of advanced managerial and people development training, and how this has motivated colleagues and improved the quality of service to residents.	Application / Interview

## 2. Experience and knowledge required including, budget holding and other financial experience.

Requirement	Evidence
1. An excellent track record of performance improvement and managing change in a complex organisation delivering excellent customer service. Demonstrable track record of relevant experience of managing and transforming the quality of a range of housing services including tenant and leaseholder services at a senior level.	Application / Interview
2. Astute political acumen and awareness gained in complex organisations with diverse stakeholders. Able to achieve successful outcomes and maintain drive whilst being aware of and working in a complex political and cultural environment.	Application / Interview
3. A champion of performance management and extensive experience of creating a high calibre, committed, motivated and diverse workforce for the delivery of excellence.	Application / Interview
4. Relevant practical experience of the strategic planning and development of housing services, to respond to resident demands, external legislative requirements, and new regulation.	Application / Interview
5. A corporately focused, decisive, and pragmatic problem solver able to see the bigger picture. Able to assess the impact of decisions and foresees consequential issues, managing the situation to ensure best decisions are made.	Application / Interview
6. An excellent track record of leading and improving housing related customer services at a senior level.	Application / Interview

7. An excellent track record of performance management and managing change in a complex organisation, delivering excellence in customer service. Able to provide vision and strategic direction.	Application / Interview
8. Able to work with high level internal and external stakeholders on complex, often high-profile issues and establish a credible and professional presence and influence effectively on difficult issues.	Application / Interview
9. A proven track record of leading on health and safety compliance (including fire safety) at a senior level.	Application / Interview
10. Able to plan resources to oversee workloads to meet competing demands and priorities and operate at pace at a senior level.	Application / Test
11. Experience of setting up, maintaining, and monitoring IT based systems for the provision of customer focussed services and to support colleagues in providing excellent service delivery.	Application / Interview

**Recruitment – Note to Applicants**

***The qualifications, experience and technical skills will be used in the decision-making process for recruitment. Please give examples of how you have exhibited these behaviours in your previous role(s). It is essential you address the criterion marked as (A) on your application form in the section for supporting information.***

***Be as specific as possible, we cannot guess or make assumptions, but will assess your application solely on the information provided. Try to provide evidence, by examples, where possible, of skills, knowledge and experience contained in this person specification.***





# Summary of Terms and Conditions of Employment

This summary is given as a guide and is not intended to form part of an individual's contract of employment.

## **Contract**

The position is offered on a permanent basis.

## **Salary**

The salary range for this job is £79,160 - £90,490 per annum inclusive of all allowances, however a Market Forces Supplement has been applied to this post taking this post to £99,539. A Market Forces Supplement (MFS) is paid in addition to the annual salary (which may be withdrawn, reduced or increased during the year). This figure will be reviewed annually from 1 July in line with the pay award for other salaried staff within the City of London Corporation.

## **Pension**

The pension scheme provided by the City of London is the Local Government Pension Scheme (LGPS). The LGPS is a public sector, statutory, funded, defined benefit pension scheme. Benefits are accrued based upon scheme member's salary and the length of time for which they are a member of the scheme.

You will automatically be admitted to the City of London Corporation's Pension Scheme. Member contributions are based upon the rate of pensionable pay received by the scheme member. Members contribute between 5.5% and 12.5% of their pensionable pay to the scheme, depending on salary. Please see here for the [contribution bands](#). There is also an option to join the 50/50 section of the scheme where members pay half the contribution rate and accrue benefits at half the accrual rate.

The current employer contribution rate for the City of London is 21%.

Further details can be found on the national [LGPS website](#) and/or the [City's pension website](#).

If you do not wish to join the Scheme you must make a formal declaration stating you wish to opt out. You may contact the Pensions Office directly should you have any queries relating to the Local Government Pension scheme and your entitlements under this scheme.

## **Hours of Work**

Normal hours of work are 35 hours per week excluding lunch breaks, Monday to Friday, inclusive but the post holder shall be expected to work the hours necessary to carry out the duties of the position.





### **Frequency and Method of Payment**

This is a monthly paid appointment and salaries are credited to a Bank or Building Society Account on the 11th of each month.

### **Annual Leave**

There is an entitlement of 28 days annual holiday plus Bank Holiday. There are subsequent increases to entitlement to annual holiday according to length of service.

### **Continuous Service**

If you join the City of London Corporation without a break in service (subject to certain exceptions) from another body covered by the Redundancy Payments (Local Government) (Modification) Order 1999, your service with that institution will count for the purpose of continuous service. The amount of continuous service which you have will affect your entitlement to certain contractual benefits; for example, annual leave, sick leave and maternity leave. A full explanation of Continuous Service is contained within the Employee Handbook.

### **Probationary Period**

You will be employed initially on a six month probationary period. Should either party wish to terminate the employment during this period, then one week's notice will be required on either side, except for summary termination for gross misconduct.

### **Notice Period**

Three month by either party after satisfactory completion of probationary period.

### **Learning and Employee Development**

The City of London provides for financial support and time off for staff to study for appropriate qualifications which relate to their duties or undertaking professional skills update training. There is also an in house programme covering more general training needs.

### **Employee Volunteering Programme**

The City Corporation, in line with its aims to contribute to a flourishing society, shape outstanding environments and support a thriving economy, offers employees paid special leave time during normal hours to encourage employees to volunteer their time and skills to Volunteer Involving Organisations (VIOs) operating within the Square Mile, London and beyond.

Full-time employees may take up to 2 days or 14 hours per year in which to volunteer, between 1 January and 31 December. For temporary and part time employees these hours are adjusted pro rata. Volunteering time can be taken in smaller bite size e.g. 2 hours a week over 7 weeks, where this can be accommodated by the City Corporation and meets the requirements of the volunteer organisation.



### **Sickness Absence and Pay**

The City of London Corporation has a comprehensive Occupational Sick Pay scheme, details of which can be found in the Employee Handbook which will be made available to you upon commencement.