



## Barbican Residential Committee

**Date:** MONDAY, 5 JUNE 2017  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

15. **DRAFT MINUTES OF THE RCC MEETING HELD ON 22 MAY 2017**

To note the draft minutes of the meeting held on 22 May 2017.

**For Information**  
(Pages 1 - 6)

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Report of the Director of Community and Children's Services

**For Information**  
(Pages 7 - 14)

Item received too late for circulation in conjunction with the Agenda.

**John Barradell**  
**Town Clerk and Chief Executive**

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## **BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE**

**Monday, 22 May 2017**

**Minutes of the meeting of the Barbican Estate Residents Consultation  
Committee held at the Guildhall EC2 at 6.30 pm**

### **Present**

#### **Members:**

Graham Wallace - Chairman  
Christopher Makin - Deputy Chairman  
Richard Tomkins - Lauderdale Tower  
Mark Bostock - Frobisher Crescent  
Gordon Griffiths - Bunyan Court  
Fiona Lean - Ben Jonson House  
Robert Barker - Barbican Association  
John Taysum - Bryer Court  
Janet Wells - John Trundle House  
Valerie Mills - Willoughby House  
Averil Baldwin – Thomas More House  
John Tomlinson - Cromwell Tower  
Fred Rodgers - Breton House  
Ted Reilly - Shakespeare Tower  
Nancy Chessum - Andrewes House  
Jim Davies - Mountjoy House  
Sandy Wilson - Shakespeare Tower  
David Kirkby - Defoe House

#### **Officers:**

Julie Mayer	-	Town Clerk's
Helen Davinson	-	Community and Children's Services
Michael Bennett	-	Community and Children's Services
Anne Mason	-	Community and Children's Services
Michael Bradley	-	City Surveyor's Department
Paul Murtagh	-	Community & Children's Services Department

### **In attendance**

Ann Holmes – Chairman of the Barbican Residential Committee (BRC)  
William Pimlott – Ward Member for Cripplegate  
Mary Durcan – Ward Member for Cripplegate  
Randall Anderson – Ward Member for Aldersgate

### **1. APOLOGIES**

Apologies were received from Averil Baldwin (represented by Caroline Reed)  
John Taysum, David Graves, Jane Smith (represented by Robert Barker),  
Michael Swash (represented by Valerie Mills) and Richard Dykes.

2. **DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

3. **MINUTES**

The draft minutes of the previous meetings were approved as follows:

- Barbican Residents Consultation Committee (RCC) 30<sup>th</sup> January 2017
- Barbican Residents Consultation Committee AGM 6<sup>th</sup> March 2017

4. **'YOU SAID: WE DID' : OUTSTANDING ACTIONS LIST**

Members noted the '*You Said: We Did*' outstanding actions list from January to May 2017.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Town Clerk advised that this item had been deferred from the AGM, when the Committee had not been able to appoint a Deputy Chairman.

Being the only Member willing to serve, Christopher Makin was elected as Chairman of the Barbican RCC for 2017/18.

Members were reminded that that, as the RCC can appoint up to 2 Deputy Chairmen, a vacancy was outstanding and therefore further nominations were invited.

6. **BARBICAN CHARGING POLICY FOR CAR PARKING**

Members received a report of the Director of Community and Children's Services in respect of the charging policy for Barbican car parking.

Officers outlined the last report to the Committee, which sought to fulfil the City of London Corporation's Service Based review and provide a fair return on the City's investments. Members noted that a report on storage charges would be presented at a later date and there would be a rolling 'Questions and Answers' document presented to the Barbican Residential Committee on 5<sup>th</sup> June.

The Chairman asked for Members to be factual and non-anecdotal or emotive in their comments as it was accepted that the local Ward Members had received a lot of communications on this matter. During the discussion, the following comments were noted:

1. The basis of the valuation was challenged as, based on supply and demand, there were currently 513 spaces vacant. The £2,000 market value was challenged as to whether it was a fair comparison. Members suggested that a lower price would raise the level of usage.
2. Members felt that, in its current format, the report was inadequate for taking a decision on. This was only one element of the Charging Policies as the Stores Policy would be presented later in the year.

3. Given that 25% of space renters would give up their spaces if the charges went up, Members felt that this would negate any benefit from the increased charges.
4. Whilst accepting the need for a 'fair' return on investments, Members were concerned that Barbican residents could not park on the street and therefore the Policy was unfair.
5. Dolphin Square was not considered to be a fair valuation on a comparable estate, as it was entirely rented and not local authority managed.
6. Lauderdale House Group has undertaken some costings on other possible savings, which the BRC might consider; i.e. the reallocation of the cost of time spent by car park attendants /Estate Concierge carrying out their duties revenue from baggage stores and restoration of commercial car parking. The House Group suggested setting up a working party to look at this in more detail and then report to the BRC on a proposal to eliminate the deficit, without such a high increase and within the RPI.
7. Was the estimate for supervision and management over generous? Members asked if this could be explained and examined further.
8. Members were concerned that this was a Low Emission Neighbourhood incentive intended to reduce car ownership and use in the City and suggested that, if this was the case, it should be more transparent in the report.
9. There could be an adverse effect on young City professionals on lower incomes and with young families, those with disabilities and the elderly and therefore should be subject to a full Equality Impact Assessment.

The Chairman of the BRC thanked Members for their comments and said she was listening carefully, would ensure BRC Members were made aware of comments made and would then listen carefully to debate at the BRC, before coming to her own view on the best way forward.

Meanwhile, she responded to a number of factual points which had been made:

1. The Barbican had never been social housing.
2. There is no right to a car parking space in leases and Barbican residents can use places in other city car parks at residential rates.
3. The report doesn't say 25% will find the increased costs unaffordable but that an increase in cost could lead to a reduction in use.
4. Commercial car parking is not an option because of City planning policy.

The Barbican Estate Office Manager responded as follows:

1. Income from stores in the car parks will be credited to the car parking account. Treatment of the reallocation of cost of the time spent by car park attendants /Estate Concierge carrying out their duties is still under review.
2. For Blake Tower, the take up of car parking is anticipated to be less than 1/3.
3. Advice was taken on all comparators used in the report.

In summary, the Chairman thanked everyone for their comments and asked that the BRC note the following:

1. Members concerns at the level of increase; the methodology used in the valuations, fairness and necessity of the charges.
2. The suggestions for looking at alternative revenue streams and the establishment of a working party to do so; the report should not be considered in isolation to other possible revenue streams
3. The suggestion that the report needs a full Equality Impact Assessment.

RESOLVED, that – the report be noted.

#### **7. REPAIRS AND MAINTENANCE TO ROOFS/BALCONIES FOLLOWING WATER PENETRATION**

The Committee received a report of the Director of Community and Children's Services in respect of repairs and maintenance to roofs/balconies following water penetration. The report provided Members with an update on progress made by the Working Party in relation to the City of London Corporation's approach to dealing with repairs and maintenance to roofs and balconies to the residential units on the Barbican Estate.

Robert Barker (former Deputy Chairman of the RCC) thanked officers for their contribution to the work of the Working Party and for the spirit of open dialogue in which it had operated.

During the discussion and questions, the following points were noted:

- Frobisher Crescent was still under warranty and the Assistant Director would ensure that it was included in the new Barbican Asset Management Strategy.
- The RCC and Barbican Residential Committee (BRC) would receive a further report on Lauderdale Place roof inspection and other similar roofs that have not as yet been inspected due to various access problems as soon as possible after the inspections have been done. Members noted that this would likely be in the Autumn.

The costings and position on warranties and repairs would be included in a future report to the RCC/BRC once the Working Group had reached its conclusions.

RESOLVED, that – the report be noted.

8. **BARBICAN ESTATE ELECTRICAL VEHICLE CHARGING POINT PILOT**

The Committee received a report of the Director of Community and Children's Services in respect of the Electric Vehicle Charging Points Pilot Project.

During the discussion the following points were highlighted, the details of which would emerge in the next report to the RCC/BRC:

- Methodology, cost recovery and the placing of meters.
- The Barbican Estate Office had cross referenced the use of bays to ensure no duplication.
- First usage would be in the autumn, as part of the pilot.
- There would be a number of communal bays.
- There would be a resident survey over the summer.
- Additional electrical infrastructure had been installed in the five selected car parks and this would be reviewed as part of the potential roll out of charging points.

In concluding, the officer thanked Members of the Working Party for their valued input.

RESOLVED, that the report be noted.

9. **WORKING PARTY REVIEWS**

The Committee received the minutes of the Asset Maintenance, Underfloor Heating and Gardens Advisory Working Parties. Members noted that reports in respect of the fire doors on some of the top floors at Ben Jonson House and a condition survey were due in June 2017. In respect of a query as to whether update reports could be provided in addition to the Minutes, officers offered to include them in the regular update reports, under the 'property services' appendix.

10. **UPDATE REPORT**

The Committee received the regular update report of the Director of Community and Children's Services. Officers advised that, due to the timing of the RCC's committee cycle and the early despatch of reports in order to accommodate questions in advance, this report was often 5-6 weeks old by the time of the RCC meetings. Members therefore agreed to receive this report closer to the meeting date in future.

RESOLVED, that – the report be noted.

**11. SERVICE LEVEL AGREEMENT (SLA) REVIEW**

The Committee received a report of the Director of Community and Children's Services in respect of the quarterly review for Service Level Agreements between January and March 2017.

Members noted that, in order to achieve 100% performance, residents were encouraged to use the generic email addresses for the BEO, rather than email direct to individuals. In respect of cleansing, Members noted that it was not practical for the barrier at the entrance to the Garchey bay next to Defoe car park to be down during the day but it might be possible to do so at night. Officers advised that this was being looked into further.

RESOLVED, that – the report be noted.

**12. PROGRESS OF SALES AND LETTINGS**

The Committee received a report of the Director of Community and Children's Services in respect of sales and lettings.

RESOLVED, that – the report be noted.

**13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

The Deputy Chairman asked whether Members would be happy to be emailed without being blind copied; i.e. so that the email addresses were visible. This would allow members to exchange views readily. Whilst there was a general agreement to this, the Town Clerk advised that she would check the data protection implications before following this up with a formal request to RCC Members.

Officers had met with the Planners about the application for the baggage stores and agreed a way forward in respect of the objections. Members noted that pre planning consultation would take place via email broadcast before a formal application was submitted.

In addition to the above, some questions had been submitted in advance of the meeting, which had been circulated earlier in the day and were tabled for Members.

**14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items

**The meeting closed at 8.10 pm**

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Chairman

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<b>Committee(s)</b>	<b>Dated:</b>
Barbican Residential Committee	5 June 2017
<b>Subject:</b> Departmental Business Plan: Department of Community and Children's Services	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For information / feedback</b>

## Summary

This report presents, for information, the high level business plan for the Department of Community and Children's Services (DCCS) for the year 2017-18. A draft of this high-level plan was circulated to the Barbican Residential Committee prior to the Common Council elections.

The new high level business plan for DCCS was approved at the Community and Children's Services Committee on 11 May 2017. It details refreshed departmental priorities and the key outcomes we are aiming to deliver for the period of the plan.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide informal feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

## Recommendation(s)

Members are asked to:

- Note the high-level business plan for the Department of Community and Children's Services
- Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

## Main Report

### Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
  - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
  - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;

- Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
  - Developing a culture of continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

### **Departmental Business Plans**

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department’s capabilities, and a horizon-scan of future opportunities and challenges.
5. This report presents at Appendix 1 the high-level plan for the Department of Community and Children’s Services. The high-level plan is supported by a more detailed plan for 2017-18, in the format used in previous years. This provides more information on the items highlighted in the high-level plan. During 2017-18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018-19 onwards, which will align more closely with the high-level plans.
6. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members’ demands for more focussed and meaningful performance measures which demonstrate impact on outcomes rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

### **Department of Community and Children’s Services**

7. The new DCCS Business Plan has been developed in consultation with departmental senior managers and their teams. Activities and engagement took place with all teams across the department to capture staff views on the priorities we should focus on and the outcomes that are important to the users of our

services. In interactive sessions staff and managers came up with suggestions for their services. These ideas were captured and distilled into an outcomes framework for the department. A summary of the departmental priority objectives is provided in the high level plan in Appendix 1.

8. A set of key performance indicators (KPIs), from across all the DCCS divisions, have been identified that will allow progress against outcomes to be measured. These are supported by a wide range of other performance indicators that will be used to support the monitoring and reporting of departmental activities.

### **Corporate Plan 2018-23**

9. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
10. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. As a first task, this network is mapping activities listed in departmental business plans to draft outcomes in the Corporate Plan so that we can see where our efforts are currently being directed, and use this information to help inform future decisions.
11. A draft of the Corporate Plan is presented at Appendix 2 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.
12. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
13. Formal consultation will also take place with staff, partners and other stakeholders from September.
14. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018-19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

## **Implications**

15. There are no identified financial, risk, legal, Human Resources or equalities implications for this report.

## **Conclusion**

16. This report presents the high level business plan for the Department of Community and Children's Services for information, and an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

## **Appendices**

### For Information

1. High level departmental plan – Department of Community and Children's Services

### For Information

2. Draft Corporate Plan 2018-23

## **Background Papers**

- Draft High Level Business Plan for DCCS report to Community and Children's Services Committee – 17 February 2017.
- Departmental Business Plan: Department of Community and Children's Services report to Community and Children's Services Committee – 11 May 2017.

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## We provide care, support and guidance to our diverse communities

### Our ambitions are that:

We support our communities so they:

- Feel safe and have good health
- Are able to achieve their potential
- Are able to exercise choice and feedback on the services they use.

### What we do is:

#### People:

- Adult Social Care, Children's Social Care, Education & Early Years, Homelessness and Rough Sleeping.

#### Commissioning & Partnerships:

- Performance monitoring and analysis, strategic planning and policy, policy development, service commissioning

#### Housing

- Community Development, Housing Benefits, Housing Estate Management and Sheltered Accommodation.

#### Barbican Residential:

- Barbican Estate Management, Property Services and Housing Development.

#### Education Unit:

- Academy Development, Adult Learning, Apprenticeships and Employability.

#### Barbican and Community Libraries / Information Services:

- Community Libraries, Information and Advice.

#### Public Health

- Business Healthy, Health Planning, Pan-London Sexual Health.

### Our budget - 2017/18 - £,000

	Local risk	Central risk
People	6,918	242
Commissioning & Partnerships	1,937	(111)
Housing Revenue Account (HRA)*	(1,230)	(450)
Housing (non - HRA)	810	67
Barbican Residential	(2,390)	(1,035)
Education	500	800
Community Libraries	2,145	309

Above shows the total local and central risk – a detailed breakdown of total net expenditure is shown in the full DCCS Business Plan.

\*HRA total income is £15,038,000

Public Health grant = £1,657,000

### Our top line objectives are:

#### One - Safe:

- People of all ages live in safe communities, our homes are safe and well maintained and our estates are protected from harm

#### Two - Potential:

- People of all ages can achieve their ambitions through education, training and lifelong-learning

#### Three - Independence, Involvement and Choice:

- People of all ages can live independently, play a role in their communities and exercise choice over their services

#### Four - Health and Wellbeing:

- People of all ages enjoy good health and wellbeing

#### Five - Community:

- People of all ages feel part of, engaged with and able to shape their community

### What we will measure:

Key performance indicators have been identified that map to each of our top line objectives. These will support the monitoring and tracking of progress in delivering identified outcomes and impacts. A summary of these is contained in the detailed DCCS Business Plan.

- Respond to the impacts of devolution and public sector reform
- Identify future opportunities for integration of health and social care services to address budgetary and demand pressures
- Identify options to further increase housing supply within the City and across London
- Expand the range and level of apprenticeships offered by the Corporation
- Develop a Libraries First approach in line with the government's vision for public libraries to contribute to local and national priorities
- Identify opportunities to enhance service delivery provided by the addition of community libraries to the department.

1. School Ofsted rating and “progress 8” attainment
2. Patient outcomes
3. Apprenticeship delivery, completion and positive destinations
4. “Health in all policies” impact
5. Service take up and outcome
6. SEND dashboard indicators
7. Start on site and completions
8. Participation, reach and satisfaction levels
9. Bed spaces, occupancy and impact on rough sleeping
10. Effectiveness of interventions
11. Service user outcomes, satisfaction, delayed transfer of care; recommissioned telecare
12. Participation and reach of service; NEET young people.



# Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

## **Benefit society**

By fostering a culture of inclusivity, opportunity and responsibility

## **Shape the future City**

By strengthening its connectivity, capacity and character

## **Secure economic growth**

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

### **People**

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

### **Place**

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

### **Prosperity**

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

# Draft Corporate Plan 2018 - 23

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## What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

## We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

## Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

## We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do