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| <b>Committees:</b>                                     | <b>Dates:</b>                   |                     |
| Streets and Walkways Sub-Committee                     | 13/07/2015                      |                     |
| Projects Sub-Committee                                 | 21/07/2015                      |                     |
| <b>Subject:</b><br>Barbican Seating                    | <b>Gateway 7 Outcome Report</b> | <b>Public</b>       |
| <b>Report of:</b><br>Director of the Built Environment |                                 | <b>For Decision</b> |

### Summary

#### Dashboard

**Project status:** Green

**Timeline:** Gateway 7 – project closedown

**Total estimated cost:** £370,000

**Source(s) of funding:** City of London (On Street Parking Reserve)

**Spend to date:** £248,154.66

**Overall project risk:** Low

#### Summary of project

Following public consultation on the Barbican Area Streets & Walkways Enhancement Strategy in 2008, an improvement project was approved in 2011 to deliver seating, planting and lighting improvements at St Giles Terrace and Ben Jonson Highwalk on the Barbican Estate. The project was delivered throughout 2013/2014 and was funded by the City's On Street Parking Reserve.

#### Recommendations

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project, and;
- Authorise the return of the remaining project funding of £121,725.34 to the allocated pot of On Street Parking Reserve committed for the delivery of projects from the Barbican Area Enhancement Strategy.

### Main Report

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| <b>1. Brief description of project</b> | <p>The Barbican Area Streets &amp; Walkways Enhancement Strategy was approved by the Court of Common Council in October 2008. St Giles Terrace &amp; Ben Jonson Highwalk were identified as high priority projects as a result of feedback from Barbican residents during the extensive public consultation on the Strategy. These two areas were identified by residents for seating, planting and lighting improvements.</p> <p>Public realm improvements were evaluated at these locations in line with the adopted Area Strategy and this evaluation process was informed by the results of the 2008 public</p> |
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consultation and included an estate wide consultation on the project in September 2010. Feedback was positive for proposals to enhance the Highwalks and in June 2011, approval was granted by the Streets & Walkways Sub-Committee for the implementation of the Barbican Highwalks project to introduce new timber seating and planters on St Giles Terrace and Ben Jonson Highwalk to replace the existing degraded ones.

Residents and stakeholders also requested that the existing lighting on both Ben Jonson Highwalk and St. Giles Terrace be enhanced. The plastic lens inserts of the Victorian-style light fittings on St Giles Terrace had badly discoloured and were replaced with clear glass lenses whilst the metal light fittings were fully restored and repainted. The original lenses inside the globe lighting on Ben Jonson Highwalk were replaced with fittings that direct the lighting down towards the footpath, rather than up into residential flats.

Following Committee approval in June 2011, detailed design of the furniture and appointment of manufacturing companies was progressed and in January 2013 the installation of the seating and planters began on St Giles Terrace and Ben Jonson Highwalk. The furniture was installed as approved in both locations however the planters on St Giles Terrace were initially installed with temporary timber tops to ensure that the empty planters did not become repositories for rubbish while they were waiting for planting to be installed. This concerned some residents as they felt the temporary timber tops would in effect act as additional seating which might attract more people to use the terrace and result in additional noise being created.

The seating installation was completed on the 04th February 2013 and the planting was completed on the 29th March 2013. It was noted that no noise complaints were received by the City as a result of the temporary timber tops being in place during this period.

Following installation of the seating and planters, a number of residents, initially from Gilbert House (which overlooks St Giles Terrace), voiced strong concerns over the implementation of the project and sought to have the furniture removed. The Director of Transportation & Public Realm met with concerned parties and agreed that the City would review the project via an Estate wide post-implementation consultation process to gather comments on the scheme and report back to Members.

In addition to the initial resident objections and despite the furniture being well utilised over the summer, it became apparent over the latter months of 2013 that the furniture had been subject to some misuse, leading to localised damage.

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|   | <p>Groups of people, presumably non-residents of the Barbican, had been doing “Parkour” (urban running) on the furniture and using the seating and planters as obstacles to jump on and across, resulting in some of the arms rests on the planters being deformed. This activity has since been identified as a wider issue across the Estate.</p> <p>The Estate wide consultation process was undertaken from 24th June to the 12th July 2013, with responses accepted up to the 26th July. There was heavy campaigning from a group of residents who objected to the project and this would have had an impact on the results of the consultation.</p> <p>The consultation findings were reported to Members in January 2014 with the results very evenly balanced between those in favour and those against the seating. Given this even balance, and the consideration of potential ongoing misuse of the furniture in this location, Members took the decision to remove the new seating and planters and relocate them elsewhere within the City, and to reinstall benches of similar design/appearance to those previously situated on St Giles Terrace and Ben Jonson Highwalk.</p> <p>The planters have been utilised by the Open Spaces department in Golders Hill Green and the seating utilised along the Riverside. The installation of the replacement benches on the Barbican Estate was completed in December 2014.</p> |
| <p><b>2. Assessment of project against success criteria</b></p> | <p>The main objective of the project was the improvement of the appearance/amenity of the City Walkway at St Giles Terrace and Ben Jonson Highwalk through the introduction of proposed enhancements to both spaces including seating, planting, lighting, and plinth refurbishments. These objectives were originally identified in the 2008 Barbican consultation where residents requested increased greenery, improved lighting and higher quality seating on Ben Jonson Highwalk &amp; St. Giles Terrace.</p> <p>The quality of the seating has been improved with the dilapidated seating previous located in both areas having been replaced in facsimile however the objective to improve amenity has not been fully realised with the planters/planting on St Giles Terrace having been removed.</p> <p>The replacement seating provided on Ben Jonson Highwalk now complies with the City’s access requirements as does that on St Giles Terrace having a mixture of benches with arm/backrests and those without.</p> <p>The lighting improvements were successful fully restoring the lighting on St Giles Terrace and replacing the lighting on Ben Jonson Highwalk that was causing light pollution issues to</p>  |

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|                     | <p>residents.</p> <p>The plinth tiling repairs on Ben Jonson Highwalk are being completed by the Barbican Estate Office as a separate Estate matter.</p>  |
| <b>3. Programme</b> | <p>The project was not completed within the agreed programme</p> <p>The evaluation report approved by Members in June 2011 stated that implementation would begin in Summer 2011. This programme did not account for the complex nature of the bespoke design and manufacture process. Delays to the anticipated programme were experienced given the lengthy process of designing, manufacturing and sourcing the materials for the furniture.</p> <p>In addition the loss of the staff member originally managing the project impacted on the achievement of delivering the project to the originally anticipated programme.</p> <p>The additional extensive re-consultation process in 2014 also extended the project programme.</p>   |
| <b>4. Budget</b>    | <p>The project was completed within the agreed budget.</p> <p>The total project budget was £370,000 which included an allocation of £119,000 for landscaping works on Ben Jonson Highwalk. This landscaping funding was not utilised by the project due to the extensive and ongoing re-waterproofing works being undertaken on the Estate Highwalks by the City Surveyor. Any landscaping to the Highwalk that may follow subsequent waterproofing works will be provided by the City Surveyors project.</p> <p>The remaining project funds (£121,725.34) may therefore return to the funding pot of £1.5million of On-Street Parking Reserve funds allocated for use towards delivery of the Barbican Area Strategy projects as approved by Finance Committee on 20 November 2007.</p> <p>This funding would then be available for the next highest priority project, currently being the Beech Street project (EE073), and a separate report to utilise this funding will be put to Members accordingly.</p> |

### **Review of Team Performance**

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| <b>5. Key strengths</b> | <ul style="list-style-type: none"> <li>Improved public realm, preserving and enhancing the conservation area;</li> </ul> |
| <b>6. Areas for</b>     | Communication with Barbican residents, updating on consultation results and internal liaison between City                |

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| <b>improvement</b> | departments were highlighted as areas for improvement in this project. As a result a new consultation protocol for the Barbican Estate (see Appendix 3) has been agreed between the City Corporation and the Barbican Association/Residents Consultation Committee. |
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### **Lessons Learnt**

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| <b>7. Key lessons</b>                            | <ul style="list-style-type: none"> <li>- Misuse of external furniture is an issue on the Barbican Estate and the prevalence of Parkour needs to be a consideration for future design of external furniture, particularly on the Barbican Estate.</li> <li>- Project handover process when staff leave the City needs to be more robust to ensure continuity of project delivery. This has been reviewed and a formal handover process is now managed by Team Leaders.</li> <li>- The need for a change in reporting style to ensure stakeholders can clearly see their comments/issues articulated in City reports. This has led to the “You said, We did” style of feedback as incorporated in the Barbican Consultation Protocol.</li> <li>- Consultation arrangements and process with Barbican Residents should be reviewed, and this has occurred via the agreed Barbican Consultation Protocol (see Appendix 3).</li> <li>- The planters on St Giles Terrace were initially installed with temporary timber tops that were intended to ensure the planters did not become repositories for rubbish while they were waiting for planting to be installed. There was concern from the Gilbert House Residents Group that this was actually additional seating, which would result in people sitting too close to Gilbert House and making noise. The decision to temporarily cover the planters was not communicated effectively to residents.</li> </ul> |
| <b>8. Implementation plan for lessons learnt</b> | <ul style="list-style-type: none"> <li>- A detailed Communication Protocol has been agreed with the Barbican Association Residents Consultation Committee for all City projects involving the Barbican Estate and associated local stakeholders.</li> <li>- Formalised written handover notes are now issued by officers leaving the City.</li> </ul>   |

### **Appendices**

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| <b>Appendix 1</b> | Summary of the budget and expenditure against this scheme |
| <b>Appendix 2</b> | Before & After photos                                     |
| <b>Appendix 3</b> | Barbican Consultation Protocol                            |

### **Contact**

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**Appendix 1** Finance Summary Table

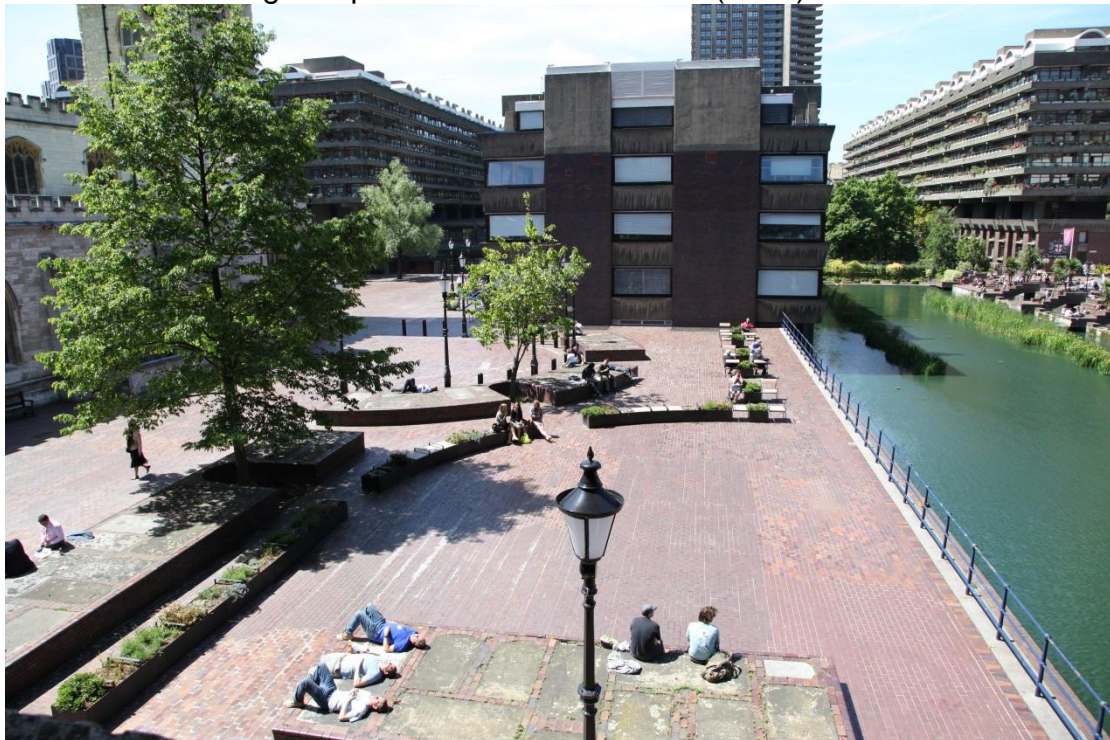
| <b>16100099 – BAS St Giles Terrace and Ben Johnson Highwalk</b> |  |                            |                         |
|---|--|----------------------------|-------------------------|
| <b>Description</b>  | <b>Current<br/>Approved<br/>Budget<br/>(£)</b> | <b>Expenditure<br/>(£)</b> | <b>Variance<br/>(£)</b> |
| Fees  | 21,049   | 21,049                     | -                       |
| Works   | 189,831  | 187,254                    | 2,577                   |
| Staff Costs   | 40,000   | 39,852                     | 148                     |
| Planting Allocation   | 119,000  | -                          | 119,000                 |
| <b>TOTAL</b>  | <b>369,880</b>                                 | <b>248,155</b>             | <b>121,725</b>          |

## Appendix 2 – Before & after images

Before – existing seating St Giles Terrace (2012)



After – new seating and planters St Giles Terrace (2013)





After – new seating and planters St Giles Terrace (2013)



After – seating reinstated as per original layout St Giles Terrace (2014)





Before – existing seating Ben Jonson Highwalk (2012)



After – new seating Ben Jonson Highwalk (2013)



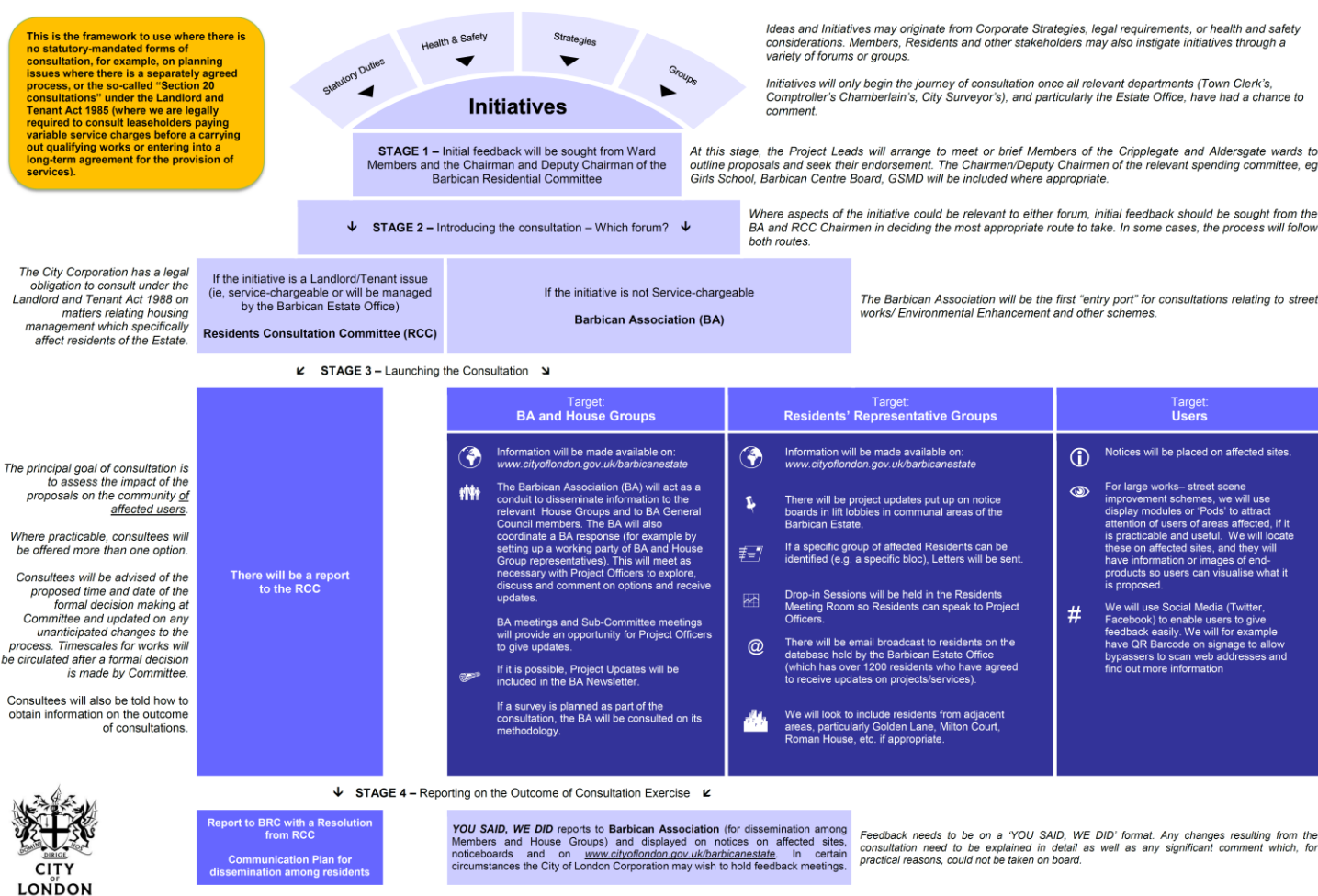
After - seating reinstalled as per original layout Ben Jonson Highwalk (2014)





## Appendix 3 – Barbican Consultation Protocol

### A Guide to Consulting on Schemes In and around the Barbican Estate



Reports to other Committees in accordance with Projects Approvals Procedure, etc., including a summary of consultation undertaken.

Reports to other Committees in accordance with Projects Approvals Procedure, etc., including a summary of consultation undertaken.

### **Glossary of Terms**

**Barbican Residential Committee ( BRC ).** A City of London formal Committee established to address landlord issues. Comprised solely of elected CoL Members.

***Barbican Estate Residents Consultation Committee ( RCC ).*** Comprising a representative from all 21 House Groups, a rep from the Barbican Association General Council. This Committee see all non-confidential papers 2 weeks or so in advance of them being received by the BRC. There are a number of Working Parties including Service Level Agreement, Gardens Advisory Group, Asset Maintenance, Beech Gardens Landscaping.

**Barbican Association *General Council* ( BA, also BAGC).** This is a recognised Tenants Association with elected Common Councilmen and Aldermen prohibited from Chair or Deputy Chair of the BA. All 21 House Groups are represented and the Council acts on behalf of the occupiers of the approx. 2000 dwellings on the estate. There are a number of sub committees including Licensing, Planning, Security, Communications, Sustainability, Access.

**Barbican Occupiers Users Group ( BOUG ).** An officer from the City Surveyor's service is currently chairman of this group which includes representatives of the Barbican Estate office, Local Schools , Barbican Centre, Department of Built Environment, Open Spaces and RCC representative.

**House Group Committees.** Some 21 House Group Committees, most of which are recognised Tenants Association. There is varying activity among House Groups, which means that consultation solely among House Group Committees cannot be relied upon always to reach all residents. They are however an important part of the Barbican governance structure.