



Barbican Estate Residents Consultation Committee ANNUAL GENERAL MEETING

Date: MONDAY, 3 FEBRUARY 2014

Time: 6.30 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Tim Macer - Willoughby House	Gillian Laidlaw - Mountjoy House
Randall Anderson - Shakespeare Tower	Fiona Lean - Ben Jonson House
Averil Baldwin - Thomas More House	Professor Chris Mounsey - Breton House
Robert Barker - Lauderdale Tower	Natalie Robinson - Andrewes House
Mary Bonar - Wallside	Jane Smith - Barbican Association
Mark Bostock - Frobisher Crescent	Professor Michael Swash - Willoughby House
Dr Gianetta Corley - Gilbert House	John Taysum - Bryer Court
David Graves - Seddon House	Janet Wells - John Trundle House
Gordon Griffiths - Bunyan Court	
Helen Wilkinson - Speed House	
John Tomlinson - Cromwell Tower	

Enquiries: Julie Mayer
tel.no.: 020 7332 1501410
Julie.Mayer@cityoflondon.gov.uk

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS IN RESPECT OF ITEMS ON THE AGENDA**
3. **TO ELECT A CHAIRMAN**
4. **TO ELECT A DEPUTY CHAIRMAN**
For Decision
For Decision
5. **BA/RCC CONSULTATION WITH RESIDENTS ON THE CITY'S NEW RESIDENT CONSULTATION MODEL**
For Discussion
(Pages 1 - 16)
6. **COMMITTEE'S TERMS OF REFERENCE**
For Discussion
(Pages 17 - 18)
7. **MEMBERS INFORMATION PACK - ATTACHED SEPARATELY**
For Discussion
(Pages 19 - 36)
8. **PROPOSED RESOLUTION IN RESPECT OF BEECH GARDENS**
For Discussion
(Pages 37 - 40)
9. **REVIEW OF WORKING PARTIES AND SUB COMMITTEES**
For Discussion
(Pages 41 - 44)
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

BA/RCC CONSULTATION WITH RESIDENTS ON THE CITY'S NEW RESIDENT CONSULTATION MODEL

Summary of results and recommendations

1 Background

The City is in the process of revising its consultation processes with residents, and formalising this into a protocol and a series of steps it intends to follow when consulting with residents.

In an initiative led by the Town Clerk's department, several City departments have worked together to formalise these suggestions into a set of processes that officers will be able to follow with the aim of achieving the best outcome for all parties. The proposed process sets out a model for consultation on City-led projects such as street scene improvements or other local initiatives, such as the forthcoming Cultural Hub proposals. It excludes planning and licensing applications, where consultation processes are governed by statute.

The consultation model is appended to this report.

The Assistant Town Clerk asked the chair of the Barbican Association and the Chairman of the Residents' Consultation Committee to consult with their members and Barbican residents on the proposed model, to allow for modifications prior to its introduction.

This report presents a summary of the outcomes of the consultation with residents and with house groups. It also makes several recommendations to the RCC. These are that the committee should endorse the model, subject to a number of relatively minor modifications, and then seek to review the consultation model again, after it has been operational for a period of 12-18 months.

A further report will be prepared which incorporates some of the material presented here, along with feedback from the Barbican Association General Council and the Residents Consultative Committee which will be presented to the BRC and to the Assistant Town Clerk. This will incorporate all recommendations made by the RCC and the BA.

2 Consultation method

A short questionnaire was used to collect opinions and feedback to the proposals. Residents and House Groups were asked to participate. A briefing document was jointly prepared by the BA and RCC chairmen to which the City's draft consultation model was appended (the introductory letter is appended to this report). This invitation was sent by email directly to all House Group chairs, and was distributed to residents in electronic form via the Barbican Estate Office's email broadcast

system. It was also posted on Barbican Talk (a widely used resident's community forum).

In addition, those residents contacted by email (House Groups and residents on the BEO email list) were also provided with the respective chairmen's email addresses and given the option to respond in writing in that way.

In addition to the initial invitation to participate in the survey, a reminder was issued by email and also on Barbican Talk one week prior to the close of the consultation, stating that the consultation would close in a few days' time.

2.1 Period of consultation

As the information was provided to the BA and RCC late in November 2013, the consultation was delayed until after the Christmas period. The initial invitation and information was despatched on the 3rd January 2014. Reminders were issued on the 17th January and the questionnaire closed on the 23rd January.

2.2 Limitations

Due to limitations of time and resource, only online methods of contact were used. The BEO email broadcast reaches approximately 1,200 residents. There are around 2,100 flats on the Barbican Estate, and over 3,000 residents. Barbican Talk is read not just by residents because it is a public forum that anyone can join.

It is important therefore to understand that this consultation method would not reach residents who are less engaged in Barbican Estate matters, and therefore favours those who tend to be more engaged. While this is an artefact of all consultation exercises, it does mean care must be applied in drawing inferences on matters where low engagement with residents is particular concern.

2.3 Questionnaire design

The consultation questionnaire consisted of six questions, although participants would see a only four, due to routing based on the answers at Q1. The text of the questionnaire is reproduced below:

Q1 Are you in favour or against the residents consultation process which is being proposed by the City of London?

- In favour, as proposed
- In favour, if modification(s) can be made
- Against
- Not sure

If *in favour if modifications can be made* at Q1

Q2 What modifications would you like the City to make to the proposed consultation process?
open comment

If *against* at Q1

Q3 Please describe your objections to the proposed consultation process:
open comment

If *in favour or not sure* at Q1

Q4 Do you have any comments or observations on the proposed consultation process?
open comment

Q5 Is there anything else you would like to say?
open comment

Q6 Where is your flat or house?

- Barbican Estate
- Elsewhere in the City of London
- Do not reside in the City of London

Please provide your contact details. We will only use this information for validation purposes, and to let you know about the outcome of this consultation. We will not pass this information on to anyone else.

Your name (write in) _____

Email address (write in) _____

Thank you for providing this feedback. If you provided your email address, we will contact you with information on the outcome of this consultation.

Question 6 was used to validate that participant was a Barbican resident.

3 Results

3.1 Response

87 people engaged with the questionnaire and answered the first question. 49 people then continued on to answer the other questions and provide comments; 38 only answered the first question. Three house groups also provided written submission by email to the BA Chair, two of which also responded to the consultation questionnaire.

Most responses were received within a few days of either the invitation or the reminder. Unusually in exercises like this, the reminder yielded more responses than the initial

invitation – which may be explained by the launch day (3rd January) being at the end of the Christmas holiday period.

Date received	Number of responses
3 January: invitations sent	19
4-7 January	10
11-16 January	4
17 January: reminders sent	26
18-20 January	25
21-23 January	3
Total responses received	87

3.2 Agreement with the proposal

A majority of those who responded to the QI said they were in agreement the proposal, and a few more said they would agree, if modifications could be made. Four of those went on to suggest modifications (two of whom were making submissions from house groups).

63% of those responding agreed in full or in part with the proposals; among those who completed the questionnaire, and provided comments, agreement was much higher: 78%.

Only two residents disagreed: one who left a comment and one who did not complete any other questions after the first question.

	All who responded	Complete response given	Incomplete response given
Total	87	49	38
Agree	48 55%	34 69%	14 37%
Agree, with modifications	7 8%	4 8%	3 8%
Agree (all above)	55 63%	38 78%	17 45%
Disagree	2 2%	1 2%	1 3%
Not sure	30 34%	10 20%	20 53%

3.2.1 Disagreement

Only two participants stated they disagreed with the proposals. One left no comment. The other made the following objection:

“The Barbican Association lacks the democratic mandate to represent residents as it has less than 50% of residents as members.”

The 2013 return of membership the BA made to the City in 2013, in order to maintain its RTA status, it recorded a 63% membership rate. Membership of the BA is voluntary, though in practice, the BA does not differentiate between those who are members and those who are not, in engaging with, or advocating for residents.

No outright objections were received in relation to the proposed consultation. A number of improvements or amendments were suggested, which are recorded below.

3.3 Points relevant to the RCC

The consultation model proposed largely relates to the City's local authority projects. The RCC has now been established for eleven years and already offers a formal set of processes which exceed those outlined in the model, for consultation between the City as landlord and Barbican Estate residents specifically, over landlord/tenant and service charge matters. It is the lack of any such protocol for other matters which this model seeks to address. The RCC's remit is therefore unchanged.

As expected, the majority of comments received related most directly to the BA route in the model. However, several comments arose which should be considered by the RCC.

3.3.1 Differentiating between landlord/tenant and local authority

More clarity was sought in defining what should be consulted via the BA or the RCC route.

"I think there needs to be more clarification about who makes the decision about what really is a landlord/tenants issue and what a local authority/ residents issue. There seems to me to be considerable scope for 'grey areas' ..."

"The stage 2 division between RCC and BA should be really backed up with some practical examples, something like: information about an increase of service charge will be passed through RCC (is that right?) and whether the benches in front of the lake should be facing Gilbert house or not will be passed through BA etc. Otherwise it is hard to imagine what not-service chargeable and service chargeable initiatives imply."

Several residents found it hard to understand what is a landlord/tenant and what is a local authority matter.

The proposed model does the recent change in relation to the RCC, that it has replaced the BA as the primary channel of consultation and communication on other works carried out on the Barbican Estate which are managed by the BEO – principally public realm works. This change, which was explained in the introductory letter to the consultation, should help to simplify the division. It was not specifically commented on by any participating in the questionnaire.

3.3.2 Support for using the RCC as a first point of contact for relevant matters

Several comments were generally supportive and indicated trust in the ability of the RCC and the BA to bring balance in representing residents.

"As long as there is a culture of openness to listen to objections with significant support, rather than to see consultation as a 'tick box' exercise and a necessary step between formulating a proposal and implementing it with minimum changes. Informal consultation with experienced BA/RCC committee members who would

have a good feel for what will generate significant objections would be useful (is this done already?)”

3.3.3 Importance of ensuring the BA and RCC work together effectively

Several made points that it was important that both BA and RCC work in close co-operation. Members of both group may feel that this is already achieved, but this may not be communicated to all residents.

Several went as far as to say it was important that the process should not put the BA and RCC in opposition to each other, or cause conflict.

“It's unclear whether these proposals are intended to divide the agendas of the BA and the RCC, or whether there will be duplicate discussion between the two committees concerning the same issues? Clearly this would involve the same people (partly) discussing the same things wearing different hats. ... In general I suggest it would be wise to avoid a system which carries a risk of pitting BA against RCC. Both these committees are essentially merely advisory and they ought to work together to ensure consistency and power in any necessary negotiations.”

3.3.4 Timing

One issue that may arise under this model is availability of the relevant groups to consult. The model does not make any explicit reference to timescales – e.g. how long a period should be allowed for a consultation. As the questionnaire for this short consultation has shown, the timing of the launch of a consultation, and the period given can have a major impact on engagement.

The RCC meets only five times a year, and some of the meetings are spaced out, e.g. over the summer period.

One responding resident made an oblique reference to this concern:

“As there will be heavier reliance on the Barbican Association, it is important that it be structured, staffed and funded in a way that will ensure it carries out its responsibilities consistently well and in a timely fashion.”

It is not realistic to expect more resources to be available for either the BA or the RCC. It is therefore important for the model to recognise that, in relation to the RCC in particular, timescales and timing are important and should be agreed in advance.

3.3.5 Completing the feedback loop – providing information on outcomes

While these comments did not specifically mention the RCC, they are particularly relevant to the committee. Several participants point out the importance of having information on decisions and outcomes. This is important not only to allow them to know what is happening, having had their interest raised; but it is important in giving the process of consultation credibility, so that those engaging can know that their views have been heard, and taken into consideration.

“You need to ensure that you have a complete loop that not only consults but that you then put feedback into the consultation system. This complete loop ensures that residents are listened too, any alterations are then explained to residents and they have another time to see how these alterations are.”

“The more transparent the whole process of consultation is the more residents will feel confident that their views are being listened too. In the past oct [sic] have

consulted but that seems to be the end of the process. Complete transparency and involve not in the whole feedback loop will bring about better understanding about how decisions that effect us are made.”

“I should like to emphasise the importance of the City putting effort into ‘you said, we did’ in developing trust and mutual respect between the City and residents.”

One suggested that the BEO should use BarbicanTalk as a channel to residents:

Might it be possible for the estate office additionally to post important communications as they affect residents onto the Barbicantalk website?

However, the Barbican Talk website is not exclusive to residents, and it is not possible to know whether those making comments are residents or not. It is also not universally popular with residents, some of whom dislike the harsh tone of some of the discussion, which deters them from participating or reading it.

3.3.6 Flexibility; using more than one channel

One participant commented that there appeared to be too many different ways of communicating, which made it confusing; others asked that there should be flexibility to use the appropriate channels to reach all residents when consultation takes place.

While online communication is faster and cheaper, not all residents have access to it.

“If consultation only is through the Internet, you may have a biased view. Please consider those who don't use Internet and how consultation could access them.”

4 Conclusions

The model as proposed appears to be well-designed and broadly acceptable to residents and house groups.

Many residents however, found the model confusing and difficult to understand, and more effort will be required to ensure the plans and processes followed, when explained to residents, are clear and easy for them to understand.

Concerns about the potential for conflict between the BA and the RCC seem unlikely to arise, due to the close communication and working relationship that exists between both of those bodies, and their various working parties and subcommittees - and the cross-representation there is on all of them. Care should be taken to ensure this is not lost in future. The concerns indicate that the working practices and harmonious relationships of these groups are not always understood by those who are outside them – indicating the need for better communication in particular of the work of the RCC.

There are also particular concerns over the communication of outcomes. This has often been cited as a problem in the past, and it would appear that a part of the aim of the new model is to improve this too. However, the model as presented is light on detail in relation to communicating outcomes and places a much greater emphasis on the dissemination of information about what is being consulted on, rather than the next stages, once decisions or a revised plan have been made. This is critical for the credibility of any consultation process and will harm future engagement if it is not addressed.

Neither does the model acknowledge that some consultation activities are genuinely ongoing – the RCC being an example of that – and that some consultation exercises may involve several cycles of engagement over a long period of time.

4.1 Recommendations

On the basis of the response received to the consultation model, I am recommending:

1. That the committee should recommend that the model should be adopted by the City, incorporating the revisions that we propose.
2. That these amendments should be sought to:
 - (a) Place greater emphasis on the communication of results and outcomes beyond the ‘you said; we did’ reports, largely deal with detailed matters
 - (b) Request the use of offline as well as online methods for consultation, as long as they are required.
 - (c) Provide examples, in order to make the distinction between landlord/tenant, managed by the estate, other City initiatives and statutory consultations can be understood by officers as well as residents.
 - (d) Make observations in relation to timescales and timing, and how these relate to a committee that meets only 5 times a year.
3. Furthermore, that the success of the model should be reviewed after 12-18 months of operation, when it should be brought before this committee again for further comment.

5 Next steps

The chairman of the RCC and the Chair of the BA will develop this interim report into a report for the Assistant Town Clerk. The report will be enlarged to contain recommendations from the BA and the RCC for additions or changes to the proposed consultation model. A number of recommendations relating principally to the BA’s role, were made at the BA’s General Council meeting on the 23 January.

Recommendations by RCC members (including any further recommendations arising from discussion at committee) will also be incorporated in the report, which will be circulated to all members prior to submission.

Tim Macer
Chairman, RCC
24 January 2014

Annex I Listing of the comments received

Modifications sought to the proposal

I think there needs to be more clarification about who makes the decision about what really is a landlord/tenants issue and what a local authority/ residents issue. There seems to me to be considerable scope for "grey areas" and potential tension bwtween RCC and BA on some important issues. The BRC has a lot / number of members who do not live here and perhaps increasingly (reduction in Government local authotity grant to C o L) the Barbican is an obvious source of income ie the RCC and BA must maintain cloe working links.

The main point of consultation is that residents feel confident that their view are listened too. You need to ensure that you have a complete loop that not only consults but that you then put feedback into the consultation system. This complete loop ensures that residents are listened too, any alterations are then explained to residents and they have another time to see how these alterations are . So consultation is about the whole, not just the first stage but how are you going to feedback the ideas and alterations back to residents who made comments. This makes consultation more than a one way system. Thanks

Consulted bodies - BA, RCC, House groups - must be given the opportunity to review & provide additional, unedited, commentary to go up to Committee/Members/Town clerk in any final report.

This is to ensure that consultation methodology & interpretation of results is delivered in a fashion agreed by all parties to represent actual positions.

Recent consultations have shown invalid statistical approaches (surveying active users of facilities to determine if the facility is successful weights towards yes, as those who find the facility unusable... dont use it, and are thus not surveyed), and have glossed over methodological shortcomings that prevent particular results being returned.

It is important that consultation not only occurs, but that it effectively obtains & represents the views of the consulted parties; whether by accident or design previous consultations have failed to do this, and simply ensuring that a 'consultation process' occurs will not ensure it is effective. Giving all stakeholders an opportunity to copmment on the process, and contextualise the considered results will ensure more effective participation by all required.

5.1 Objection to the proposal

The Barbican Association lacks the democratic mandate to represent residents as it has less then 50% of residents as members.

5.2 Comments and observations from those agreeing to the proposal or those unsure

Proposals seem comprehensive and represent an improvement on existng arrangements.

Not sure I understand why this arrangement is better than what we have, although I am sure a lot of time and thought has gone into developing it!

Might it be possible for the estate office additionally to post important communications as they affect residents onto the Barbicantalk website?

I believe there is already a forum for police and local authorities.

Looks sensible to me.

It's unclear whether these proposals are intended to divide the agendas of the BA and the RCC, or whether there will be duplicate discussion between the two committees concerning the same issues? Clearly this would involve the same people (partly) discussing the same things wearing different hats.

In general I suggest it would be wise to avoid a system which carries a risk of pitting BA against RCC. Both these committees are essentially merely advisory and they ought to work together to ensure consistency and power in any necessary negotiations.

I also feel it important to foster a friendly cooperative relationship between the Corporation and the BA/RCC - conflict imposed by rigid division is not likely to be helpful to either party - of residents and of administration (as a Local Authority and Landlord).

It all looks unnecessarily bureaucratic, even clumsy to me.....

It seems fairly sensible; I hope that on the very rare occasions when matters are time-critical, they will be forwarded quickly.

I should like to emphasise the importance of the City putting effort into "you said, we did" in developing trust and mutual respect between the City and residents.

Rather than pages and pages of bland text, I should like to see the City offer a brief post-decision meeting, if requested by residents.

Our bad experience in Cromwell Tower was the City's rationale for rejecting the agreement we had come to with Montcalm over their licence application and offering a much less restrictive set of conditions. When we queried this we were told by the Secretary of the Panel that if we didn't like it we could appeal! David Graves subsequently winkled out on our behalf a bit more information, but it was very frustrating that the City refused to discuss it.

Essential BA is main conduit in the process.

As there will be heavier reliance on the Barbican Association, it is important that it be structured, staffed and funded in a way that will ensure it carries out its responsibilities consistently well and in a timely fashion.

As long as there is a culture of openness to listen to objections with significant support, rather than to see consultation as a "tick box" exercise and a necessary step between formulating a proposal and implementing it with minimum changes. Informal consultation with experienced BA/RCC committee members who would have a good feel for what will generate significant objections would be useful (is this done already?)

5.3 Further comments

All participants were asked if they had anything else to say. Four comments were received:

I am pleased that you have included some flexibility in the consultation process as it is sometimes difficult to predict every circumstance at the outset.

We welcome the CoL intention to improve the consultation process with residents.

The more transparent the whole process of consultation is the more residents will feel confident that their views are being listened too. In the past we have consulted but that seems

to be the end of the process. Complete transparency and involve not in the whole feedback loop will bring about better understanding about how decisions that effect us are made.

Ps equality of opportunity to response to consultation, not all use the same system, some like face to face, other via Internet. If consultation only is through the Internet, you may have a biased view. Please consider those who don't use Internet and how consultation could access them

It is frustrating seeing how ponderously slow the process of dealing with the Podium level (Ben Johnson) gardens has been. For those of us who love seasonal colour or at least a variety of greenery, the empty beds and horrendous, stiff monotone ugly grasses are both depressing and devaluing our living experience here. Birds and other wildlife are not drawn to this style of gardening. If this were the City employees' own back garden, I feel they would hasten to improve it. Walking through it every day to work is awful. Knowing that there will be nothing better for another two years is just appalling. We love living in the City but would dearly love to be allowed our old gardens back in some form.



From the chair of the
BARBICAN ASSOCIATION



and the chairman of the
BARBICAN RESIDENTS CONSULTATION COMMITTEE

To all Barbican Residents

3 January 2014

Dear residents

As we announced in the most recent BA Newsletter, the City is in the process of revising its consultation processes with residents, and formalising this into a protocol and a series of steps it intends to follow when consulting with residents. In this letter we wish to introduce the process to Barbican residents, and explain the principal changes as we see them. We would like to hear what you think about these proposals – in essence, the new consultation process is at the moment open for consultation. At the end, we will explain how you can provide us with your views.

The background to developing a consultation protocol

Over the past year, the BA has been in discussion with the City about the way in which it consults with residents. We are pleased to say that the City has responded positively with regards to a number of suggestions we have made on how consultations could be improved. We based these suggestions on the experiences of the BA and the RCC across a wide range of consultations run by the City, identifying examples of good practice and suggesting improvements where things have not worked so well.

In an initiative led by the Town Clerk's department, several City departments have worked together to formalise these suggestions into a set of processes that officers will be able to follow with the aim of achieving the best outcome for all parties. The proposed process sets out a model for consultation on City-led projects such as street scene improvements or other local initiatives, such as the forthcoming Cultural Hub proposals. It excludes planning and licensing applications, where consultation processes are governed by statute.

The principal aims of the residents' consultation model is to establish processes that will ensure:

- consultation with residents before options are decided upon,
- full disclosure of information on timescales
- a feedback process that tells residents what has been decided and also tells them which committee the proposals will go to and when

By clarifying which City committee any matter will go to for a decision should also ensure that residents have a chance to lobby their ward members prior to a decision being made.

Attached to this letter is a diagram provided by the City that describes the proposed process. This was presented to us by Peter Lisle, Assistant Town clerk, Steve Presland, Built Environment (responsible for streetscene and public realm improvements), and Michael Bennett of the BEO. We agreed to consult Barbican residents on the proposals, and to provide the City with all feedback.

Residents as tenants and residents as citizens

You will see the proposal is to divide the process of consultation into two main routes depending on whether the issue is between the City as landlord and its residents as tenants (in which case it goes via the RCC) or whether it is the City acting as local authority and residents are its citizens (in which case it goes via the BA).

We think it is fair to say that the RCC process is a well-worn one and has not really changed, but officers wanted to include it for the sake of explicitness and completeness.

Key commitments from the City

The new elements appear on the side of the flowchart that names the BA as the main route to consultation. Important changes here are undertakings from the City to consult as early as possible before options are closed off and to be explicit about the process being followed. Officers have taken on board most of the comments we made, and we view these commitments as a welcome development.

The Barbican Association as a channel to House Groups

The fact that initial notification to house groups of some projects is via the BA is not in any way an encroachment by the BA on the autonomy of house groups. It reflects the reality that the BA maintains an up to date list of house group chairs and it is easier for City officers to use the BA as its initial channel of communication to all relevant house groups if they are seeking a meeting.

If the matter is relevant to only one part of the Estate, the BA is well placed to identify all the house groups should be involved (which may not just be the adjacent block). It also reflects what in practice happens now. In the case of bigger projects, where there is going to be a public meeting or exhibition, all residents will be also informed directly – by notices or even by individual letter.

Your comments wanted

As noted, this consultation process is now itself out for consultation, and we have agreed to co-ordinate the feedback from residents, House Group Committees and from the BAGC and RCC on all aspects of this proposed new process.

There will be discussion of these proposals at the next Barbican Association General Council meeting, on the 23rd January, followed by discussion on aspects relating to the RCC, at the RCC meeting on the 3rd February. We will then write to the Town Clerk with all feedback received, and the recommendations of both our committees.

You can either send us your feedback directly, or you may prefer to speak to your House Group Chair, or the nominated representatives for your block on either the RCC or the BAGC. All the contact details can be found in the latest Barbicanews (published by the Estate Office), or in the recent issue of Barbican Life, delivered to all Barbican residences.

We have set up a simple online feedback survey to collect your comments. To access the feedback survey, follow this link: <http://eSurv.org?u=BAconsult13>

Yours sincerely

Jane Smith
BA Chair

Tim Macer
RCC Chairman

To access the City's consultation proposal, follow this link:
<http://bit.ly/CoLcrcPlan>

A Guide to Consulting on Schemes in and around the Barbican Estate

This is the framework to use where there is no statutory-mandated forms of consultation, for example, on planning issues where there is a separately agreed process, or the so-called "Section 20 consultations" under the Landlord and Tenant Act 1985 (where we are legally required to consult leaseholders paying variable service charges before a carrying out qualifying works or entering into a long-term agreement for the provision of services).



Ideas and Initiatives may originate from Corporate Strategies, legal requirements, or health and safety considerations. Members, Residents and other stakeholders may also instigate initiatives through a variety of forums or groups.

Initiatives will only begin the journey of consultation once all relevant departments (Town Clerk's, Comptroller's Chamberlain's, City Surveyor's), and particularly the Estate Office, have had a chance to comment.

At this stage, the Project Leads will arrange to meet or brief Members of the Cripplegate and Aldersgate wards to outline proposals and seek their endorsement. The Chairmen/Deputy Chairmen of the relevant spending committee, eg Girls School, Barbican Centre Board, GSMD will be included where appropriate.

↓ **STAGE 2** – Introducing the consultation – Which forum? ↓

Where aspects of the initiative could be relevant to either forum, initial feedback should be sought from the BA and RCC Chairmen in deciding the most appropriate route to take.

The City Corporation has a legal obligation to consult under the Landlord and Tenant Act 1988 on matters relating housing management which specifically affect residents of the Estate.

If the initiative is a Landlord/Tenant issue (ie, service-chargeable or will be managed by the Barbican Estate Office)

Residents Consultation Committee (RCC)

If the initiative is not Service-chargeable

Barbican Association (BA)

The Barbican Association will be the first "entry port" for consultations relating to street works/ Environmental Enhancement and other schemes.

↙ **STAGE 3** – Launching the Consultation ↘

Page 15

The principal goal of consultation is to assess the impact of the proposals on the community of affected users.

Where practicable, consultees will be offered more than one option.

Consultees will be advised of the proposed time and date of the formal decision making at Committee and updated on any unanticipated changes to the process.

Consultees will also be told how to obtain information on the outcome of consultations.

A report will be submitted to the Residents Consultation Committee (RCC).

Target:
House Groups

Information will be made available on: www.cityoflondon.gov.uk/barbicanestate

The Barbican Association (BA) will act as a conduit to disseminate information to the various House Groups and to BA General Council members and BA members generally and link to www.barbicanassociation.com

BA meetings and Sub-Committee meetings will provide an opportunity for Project Officers to give updates.

If it is possible, Project Updates will be included in the BA Newsletter.

Target:
Residents

Information will be made available on: www.cityoflondon.gov.uk/barbicanestate

There will be project updates put up on notice boards in lift lobbies in communal areas of the Barbican Estate.

If a specific group of affected Residents can be identified (e.g. a specific bloc), Letters will be sent.

Drop-in Sessions will be held in the Residents Meeting Room so Residents can speak to Project Officers.

There will be email broadcast to residents on the database held by the Barbican Estate Office (which has over 1200 residents who have agreed to receive updates on projects/services).

We will look to include residents from adjacent areas, particularly Golden Lane, Milton Court, Roman House, etc. if appropriate.

Target:
Users

Notices will be placed on affected sites.

For large works— street scene improvement schemes, we will use display modules or 'Pods' to attract attention of users of areas affected, if it is practicable and useful. We will locate these on affected sites, and they will have information or images of end-products so users can visualise what it is proposed.

We will use Social Media (Twitter, Facebook) to enable users to give feedback easily. We will for example have QR Barcode on signage to allow bypassers to scan web addresses and find out more information

↓ **STAGE 4** – Reporting on the Outcome of Consultation Exercise ↙

Report to BRC with a Resolution from RCC

Communication Plan for dissemination among residents

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

YOU SAID, WE DID reports to **Barbican Association** (for dissemination among Members and House Groups) and displayed on notices on affected sites, noticeboards and on www.cityoflondon.gov.uk/barbicanestate

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

Feedback needs to be on a 'YOU SAID, WE DID' format. Any changes resulting from the consultation need to be explained in detail as well as any significant comment which, for practical reasons, could not be taken on board.



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 meets 4 times per year and sees 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 Members prohibited from standing for office. 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.

Barbican Residents Consultation Committee -Terms of Reference

1. To be the main formal channel of communication between tenants* and the Corporation of London in all landlord and tenant matters which affect the Barbican Residential Estate, including interfaces with other occupiers, and to present the views of tenants on the general management of the estate
2. To enable consultation and the flow of information between the Corporation of London and tenants and to work towards a partnership approach to management
3. To develop, in conjunction with the Corporation, Service Level Agreements between tenants and the Barbican Estate Office for the Estate as a whole and for individual House Groups and to be involved in the modification of these agreements as required
4. To oversee delivery of services against any Service Level Agreements with tenants, third parties and Corporation departments, monitoring their performance and satisfaction with the service and making suggestions where appropriate for alterations or improvement
5. To identify Service Charge items and monitor service charge costs, receiving reports of all accounts relating to the estate
6. To discuss routine and major repair works and to consult on how these will affect tenants
7. To receive reports of the Disputes Resolution Panel as appropriate

*tenants refers to all persons who have a tenancy agreement with the Corporation and includes also any resident who no longer retains the Corporation as a landlord but still pays a service charge to the Corporation.

This page is intentionally left blank

Barbican Estate Residents Consultation Committee

Members' Information Pack 2014



Contents

Introduction	3
1 Purpose	4
2 Representation and Roles	4
3 Terms of Reference	5
4 Timetable & frequency of meetings	5
5 Agenda and Papers	6
5.1 Reports presented annually	6
5.2 Regular reports	6
5.3 RCC Members' Questions	6
6 Minutes	7
7 Annual General Meeting	7
7.1 Elections of Chairman & Deputy Chairman	7
7.2 Annual review	8
8 Working Parties	8
9 Key Performance Indicators (KPIs)	10
10 Appointment of RCC Representatives	12
11 Scope: What are "Landlord and Tenant Matters?"	12
11.1 Estate-Wide Services and how they are funded	12
11.2 Understanding the accounts	13
12 Related bodies and organisations	14
12.1 Organisation Charts	14
12.2 Related CoL Departments	16
12.3 Barbican Occupiers Users Group	16
12.4 Relationship to the Barbican Association	17
13 Glossary	18

List of figures

Figure 1 The Barbican RCC in relation to other Barbican Estate management and resident representative structures	14
Figure 2 Organisation chart for the CoL Department of Community and Children's Services	15
Figure 3 Organisation chart for the Barbican Estate Office	15

This document was last revised on 7 January 2014.

Introduction

A word of welcome from the RCC Chairman

One of the more surprising aspects of joining the RCC is just how intricate and involved the management of the Barbican Estate is. RCC agendas tend to be full, and the papers that RCC members receive in advance can run to hundreds of pages. What residents may think is a simple demand is often a very delicate balancing act within the parameters of budgets, the Barbican lease, the remits and policies of different City departments, and sometimes widely differing opinions among residents. More than a few RCC 'reps' have wondered what they have let themselves in for.

The aim of this Information Pack is to provide an induction into the work of the RCC, how it works, and to offer some clarity on how that work is organised and what the RCC can achieve. The RCC is much more than a 'talking shop'. Though it is not the decision-making body for the Estate – that lies with the City's own committee, the Barbican Residential Committee – the RCC is highly influential in that decision-making. The BRC listens carefully to residents' wishes, as expressed by the RCC. I can think of many changes and improvements that have been made to the services provided on the Estate as a result of questions raised by RCC members, or from recommendations arising out of RCC Working Parties.

Being an RCC Member is a responsibility and undoubtedly a burden on your free time. But I also hope you will find the work interesting and enjoyable. One of the more rewarding aspects is seeing how the changes and recommendations we make are acted upon, and how our involvement has a significant beneficial impact on the Estate.

So I encourage you to read our committee papers avidly, discuss RCC business with your House Group Committee (if you have one) and your neighbours, and ask questions – ideally in advance of our meetings, so that officers can prepare a complete answer to your question.

But most of all, I ask you not to assume that a matter of concern that you have noticed has been noticed by others. We all bring our own perspectives – our skills, our experience, and our own local knowledge of where we live on the Estate – and this helps us not to make assumptions or leave minority perspectives unconsidered. Everyone has a role to play, and it is that breadth of talent and diversity of view that supports our aim in ensuring our views and recommendations are representative of the Estate as a whole.

Thank you for playing your part in the work of this Committee. I hope you always consider it to be time well spent.

Tim Macer
RCC Chairman

1 Purpose

The Residents Consultation Committee (RCC) is the main formal channel of communication between the landlord, the City of London Corporation (CoL) and residents of the Barbican Estate on matters relating to Estate services provided to residents and other “landlord and tenant” matters¹. The Barbican Residential Committee (BRC) is the Committee of the CoL responsible for financial decision-making and determining policy on the Barbican Estate. The BEO is constituted as a division of the Community and Children’s Services Department of the CoL

The RCC was created to advise the BRC on residents’ wishes with regards to policy or financial decisions that relate to the services provided to residents by the Barbican Estate Office. Though it is the BRC that has authority to take all such decisions, the BRC will always seek to accommodate residents’ views as expressed by the RCC, where reasonable, with the result that the vast majority of decisions taken by the BRC reflect the guidance or recommendations provided by the RCC.

2 Representation and Roles

The RCC is made up of a resident representative elected from each Barbican Estate block, the Barbican Association Chair and the elected RCC Chair. CoL officers generally include the following:

- Housing Services Director
- Head of Property Services
- Resident Services Manager
- Revenues Manager
- Barbican Estate Manager
- Town Clerk – Clerk to the committee
- Representatives from City Surveyor, Chamberlains as required

¹ See section 11 Scope: What are “Landlord and Tenant Matters?” on p. 13

3 Terms of Reference

An estate-wide ballot of all Barbican residents on the future management of the Estate in 2003 resulted in the establishment of the RCC. These Terms of Reference were set up at its first meeting in July 2003.

Barbican Residents Consultation Committee -Terms of Reference

1. To be the main formal channel of communication between tenants^{2*} and the Corporation of London in all landlord and tenant matters which affect the Barbican Residential Estate, including interfaces with other occupiers, and to present the views of tenants on the general management of the estate
2. To enable consultation and the flow of information between the Corporation of London and tenants and to work towards a partnership approach to management
3. To develop, in conjunction with the Corporation, Service Level Agreements between tenants and the Barbican Estate Office for the Estate as a whole and for individual House Groups and to be involved in the modification of these agreements as required
4. To oversee delivery of services against any Service Level Agreements with tenants, third parties and Corporation departments, monitoring their performance and satisfaction with the service and making suggestions where appropriate for alterations or improvement
5. To identify Service Charge items and monitor service charge costs, receiving reports of all accounts relating to the estate
6. To discuss routine and major repair works and to consult on how these will affect tenants
7. To receive reports of the Disputes Resolution Panel as appropriate

4 Timetable & frequency of meetings

The RCC meets with officers of the CoL on a quarterly basis: the dates are generally in March, May/June, September and November, with an Annual General Meeting in Spring.

With the exception of the AGM, each RCC is timed to precede the BRC by two weeks. Its role is as a consultative and advisory body to the BRC. The minutes and additional comments are presented to the BRC in advance of its meeting. In addition, a meeting is held for elected members of Aldersgate and Cripplegate Ward (the City's electoral wards that represent the Barbican Estate) at the BEO which takes place immediately after each RCC meeting, in order to brief and update members on the issues and comments that were raised at the RCC meeting, and any related issues.

²See glossary on p. 18 for a full definition of *tenant*.

5 Agenda and Papers

There is an Agenda planning meeting with officers and the RCC and BRC Chairs/Deputies approximately one month before the committee cycle to agree the reports to be presented to committee. Reports are sent to the RCC two weeks in advance.

Generally the same reports are presented to both RCC and BRC with the exception of commercial reports which are redacted depending on the nature of the report. There are a number of reports that are presented either quarterly or annually and these are detailed below:

5.1 Reports presented annually

<i>Report Title</i>	<i>RCC Meeting Date</i>	<i>BRC Meeting Date</i>
Residential Rent Review (BRC Only)	March	March
(No specific annual report)	May/June	June
Annual Review of RTAs Relationship of BRC Outturn Report to Service Charge Schedules – RCC Only Revenue Outturn	September	September
Revenue & Capital Budgets	November	December

5.2 Regular reports

The following regular reports are presented at each of the four quarterly meetings of RCC and BRC:

- Service Level Agreement (SLA) Review
- Update Report
- Sales Report
- Arrears Report (BRC Only)

5.3 RCC Members' Questions

All RCC members are invited to ask questions of the RCC in advance of meetings, so that CoL officers have time to prepare a response. It is for this reason that committee

papers are normally distributed to all members two weeks in advance of each meeting. Questions should be sent to the Clerk to the committee: relevant contact details are provided with the committee papers. Questions may relate to the agenda and reports of the meeting, or be on any other matter relevant to the business of the RCC.

Provided there is adequate time, CoL officers will prepare a written answer, in advance of the meeting. A report is then prepared, in Q&A format, which collates each question and its prepared response, which is distributed to members on the day of the RCC meeting. Answers that require more time to provide may either be reported verbally at the meeting, or forwarded to members subsequently.

Questions may also be asked at the meeting. However, it may not be possible to provide an answer at the meeting, either because the relevant officer is not present, or the answer requires some detailed investigation to provide.

6 Minutes

The minutes of the RCC are presented by the Clerk to the Committee, to the Chair/Deputy and Officers and will be agreed within 5 working days. A copy of the minutes can be found at <http://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=188>, which can also be reached using this shortcut: <http://bit.ly/rcc-papers>

RCC minutes will be presented at the next BRC meeting. The BEO email broadcast the committee papers with the RCC and BRC minutes following the BRC meeting. The minutes are formally agreed at the next RCC meeting.

A “You Said We Did” action list is prepared by Officers which updates members on the questions raised at committee. This is presented to members approximately 1 month after each RCC and is updated for each committee.

7 Annual General Meeting

The RCC’s AGM generally takes place in the Spring. Unlike the other, quarterly meetings of the RCC, the AGM is not linked to any subsequent RCC meeting, and the agenda therefore does not normally include routine RCC or BRC reports, prepared by CoL Officers.

7.1 Elections of Chairman & Deputy Chairman

Nominations for the posts of Chairman and Deputy Chairman of the RCC are received in advance of the AGM by the Clerk to the Committee, or these may be presented at the meeting. Any member of the RCC may be nominated for either role.

If there is more than one candidate, the Clerk will conduct a ballot among members, and the Chairman and/or Deputy Chairman will be elected by majority vote. If there is only one candidate for either role, that candidate will be elected unopposed.

The role of Chairman is considered to be Estate-wide, representing all Barbican blocks, and therefore another candidate will be sought to represent the Chairman’s block at the

RCC, with the Chairman relinquishing those duties once an appointment has been made.

7.2 Annual review

There is a formal annual review of the RCC at their Annual General Meeting. This review will look at whether the RCC and its processes are working to the satisfaction of residents, and will also review the remit and membership of the working parties.

The BEO also presents the RCC with a series of review questions for members to consider at their AGM. In the past, the review has looked at the topics such as:

- Communication – what improvements could be made to the way the BEO communicates with residents, for example, newsletter, notice boards, emails (to RCC/BA Chairs, House Group Chairs, House Group representatives), website, reception? What do you think of the email broadcast service and website?
- Reporting – would you like to see any changes or improvements to the reports that are presented to your committee?
- Service improvements – what services would you like the BEO to prioritise in its review of services. Would you like to see any changes to services? Are there additional services you would you like the BEO to offer?
- Costs – which areas of service would you like the BEO to prioritise in its review of service charge costs to residents or which areas of service could be provided in a different way that could possibly reduce costs?

8 Working Parties

From time to time, the RCC will set up Working Parties in order to consider matters that have come before the RCC but require more detailed investigation or consideration than is possible within the context of a quarterly RCC meeting. A number of Working Parties currently exist, as described below, some of which relate to a defined project, others which are on-going and relate to standing reports that are presented to the RCC.

Each Working Party will typically include about 6-8 resident representatives nominated by the RCC, who are not necessarily members of the RCC, as well as relevant Officers from the BEO and CoL.

Working parties exist to advise the RCC, and they report back to the RCC in one of several ways:

- By providing periodic written reports and/or minutes which are circulated with BRC and RCC papers.
- By providing a verbal update and recommendations at an RCC meeting
- Through input to reports prepared by City officers and presented to the BRC and RCC
- By other means determined by the RCC

The remit, continuance and membership of Working Parties are reviewed annually at the RCC's AGM.

The current Working Parties are:

Name	Chairman	Attendees
Gardens Advisory Group	Resident Services Manager	BEO, Open Spaces Officers, resident representatives
SLA Review	BEO Manager	BEO & RCC representatives
Asset Maintenance	RCC Chair/Deputy	BEO, Property Services Officers, resident representatives
Upgrading the Television System	RCC Chair/Deputy	BEO, Property Services Officers, resident representatives
Beech Gardens Project – future Landscaping	RCC Chair/Deputy	BEO, Property Services Officers, Open Spaces Officers, Landscape Architects and resident representatives
Background Underfloor Heating	BRC Chair	BEO, Property Services Officers, City Surveyors, resident representatives

At the time of writing, the remit of the various Working Parties was detailed below:

Working party	Remit
Gardens Advisory Group	<p>Quarterly Joint Inspections with House Officers and Open Spaces Officers to:</p> <ul style="list-style-type: none"> • comment upon plants being used. To help prioritise new and trial planting schemes for new planters such as those being installed outside Shakespeare Tower - all schemes subject to funding • comment upon levels of maintenance being undertaken by Open Spaces such as pruning • provide a steer for the RCC and BRC for new projects and trials e.g. Providing allotment spaces - subject to funding
SLA Review	To review specification of services and standards as defined in the SLA booklet and ongoing action plans and KPIs
Asset Maintenance	<p>To develop an Asset Maintenance Plan to</p> <ul style="list-style-type: none"> • maintain the fabric of the property in good condition and thereby extend its life • to plan future works projects with a programme of works • to ensure residents obtain good value, including identifying savings where possible
Upgrading the Television System	To review SLA and KPIs for the TV and radio system contract.

Working party	Remit
Beech Gardens Project – future Landscaping	To propose options for the future landscaping of Beech Gardens for consultation with residents
Background Underfloor Heating	<p>Following the Energy suppliers withdrawal of the contract to supply electricity to the background underfloor heating system the Working Party's remit is to:</p> <ul style="list-style-type: none"> • determine a preferred supplier & tariff for supply of electricity • Determine whether the new supply contract should be short, medium or long term • Alternative supply arrangements

9 Key Performance Indicators (KPIs)

A number of KPIs were set up when the SLA s were set up in 2005 – the KPIs reflect the 5 main service areas detailed in the SLA booklet:

- Customer Care
- Estate Services
- Property Maintenance
- Major Works
- Open Spaces

The KPIs are reviewed by the SLA Working Party at their quarterly meetings. These meetings precede each committee where the SLA action plans and KPIs are presented. At the end of each financial year the BEO review the KPIs which are then presented to the Spring SLA Review meeting. The current KPIs are detailed below:

Barbican KPIs 2013-14

<i>Title of Indicator</i>	<i>Target 2013/14</i>
Customer Care	
Answer all letters satisfactorily with a full reply within 10 working days	100%
Answer all emails to public email addresses within 1 day and a full reply to requests for information within 10 days	100%
To resolve written complaints satisfactorily within 14 days	100%
Repairs & Maintenance	
% 'Urgent' repairs (complete within 24 hours)	95%
% 'Intermediate' repairs (complete within 3 working days)	95%
% 'Non-urgent' repairs (complete within 5 working days)	95%
% 'Low priority' repairs (complete within 20 working days)	95%
Availability % of Barbican lifts	New Target
Percentage of communal light bulbs - % meeting 5 working days target	90%
Background heating -percentage serviced within target. Total loss 24hrs/ Partial loss 3 working days	Total 90% Partial 90%
Communal locks & closures - percentage of repeat orders raised within 5 working days of original order	0%
Replacement of lift car light bulbs - percentage meeting 5 working days target	90%
Estate Management	
House Officer 6-weekly joint inspections with House Group representatives monitoring communal window cleaning - good and very good standard	80%
House Officer 6-weekly joint inspections with House Group representatives monitoring podium cleaning - good and very good standard	80%
House Officer 6-weekly joint inspections with House Group representatives monitoring car park cleaning - good and very good	80%
Open Spaces	
To carry out variations/additional garden works (other than seasonal works and unless other timescale agreed) within 6 weeks (30 working days) of BEO approval	80%
Major Works	
% Overall Resident satisfaction of completed Major Works Projects (£50k+)	90%

10 Appointment of RCC Representatives

Each residential block within the Barbican Estate may nominate one member to the RCC. When a new member is appointed by a block, the Clerk to the meeting should be notified with the resident's name, flat number, full postal address and, where possible, a contact telephone number and email address. Any resident of the block is eligible for nomination to the RCC.

How the resident is nominated is for each block to determine. Where a House Group exists, and in particular, if that House Group has recognised tenants association (RTA) status, the member should be appointed by the House Group Committee. For blocks where no formal House Group exists, the appointment should be made by agreement among residents of the block, and the Clerk to the committee should be informed of the process by which the representative has been appointed.

11 Scope: What are “Landlord and Tenant Matters?”

The terms of reference of the RCC state that the principal business of the RCC is in relation to “landlord and tenant matters”, which is not the same as all of the business of the BRC. Landlord and tenant matters primarily relate to the services provided by the BEO to residents, paid for by the residents' service charge account, which is either paid directly by long leaseholders, or indirectly for direct tenants of the CoL, as a portion of the rent. Services provided to Freeholders in Wallside are also considered to be Landlord and Tenant matters within the context of the RCC.

11.1 Estate-Wide Services and how they are funded

In addition to services to provided to and paid for by residents, the BEO also provides services funded from other sources. Some are subcontracted from other CoL departments, and others are administered from other funds controlled by the BRC. Some of these funds are partly funded from the residents' service charge, as a proportion of the overall costs incurred.

The most relevant services and accounts are as follows:

Service / account	Proportion funded by RSCA	Comments
Barbican Estate Car Parks	33% of concierge/ CPA box cost	
Walkways ³	0%	BEO managed, contracted by City Highways
Open spaces – Public gardens, beds & planters	0%	

³ Walkway maintenance is funded from the City's budget.

Service / account	Proportion funded by RSCA	Comments
Barbican Lakes	One third	One third Barbican Centre; one third City Parks & Gardens
Commercial tenants	0%	BEO managed on behalf of the City Fund ⁴
Residents' gardens	85%	The private gardens only

In addition, some services and some officers' time are apportioned on an actual time incurred basis between the different budgets. Many of the officers within the BEO also perform duties for the City's Housing Department, which shares the same premises. However, all the time that is spent on resident service charge account matters is considered to be wholly a Landlord and Tenant matter. Establishment overhead costs (e.g the costs of running the office, IT services, HR) are similarly apportioned between BEO accounts and Housing.

In practice, the BRC is willing to consider representations from the RCC on all matters relating to the management of the Barbican Estate, but must take into account the actual contribution that residents make to the respective account in its decision-making, and the weight it can therefore give to such representations.

Papers that relate to accounts and budgets not associated with the resident service charge will normally be presented to the RCC in redacted form, and in instances of commercial confidentiality, may not be presented at all.

11.2 Understanding the accounts

One area of the RCC which RCC members may find difficult to understand is the accounts. It is an important part of the committee's work to examine the accounts on behalf of residents at both an Estate and a block level. Even those familiar with corporate accounts may not be familiar with the customs and accounting requirements of local government finance, which the BEO and the City's Financial Comptroller must follow.

To make it easier for members to understand the accounts, and the form in which they are presented to the RCC, the relevant BEO officers offer one or more briefing sessions to RCC members every year. Briefing sessions are timed to coincide with the September meeting, at which the principal annual financial reports are presented.

⁴ City Fund meets the cost of the COLs local authority activities – it generates rental income and receives grants from central government, a share of business rates and the proceeds of local income tax

12 Related bodies and organisations

12.1 Organisation Charts

How the RCC relates to other CoL and resident representative structures on the Barbican Estate is set out in this diagram:

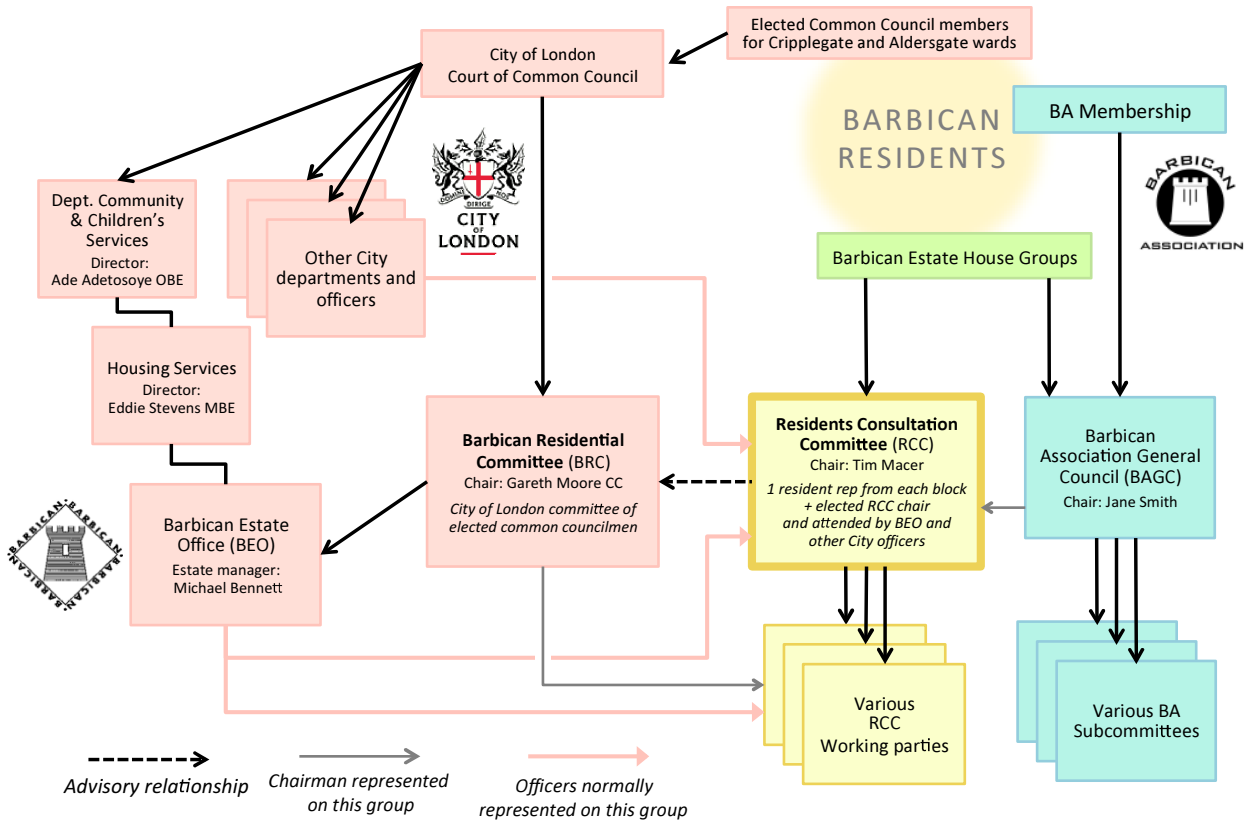


Figure 1 The Barbican RCC in relation to other Barbican Estate management and resident representative structures

The organisation charts for the CoL Department of Community and Children's Services and the BEO are detailed below:

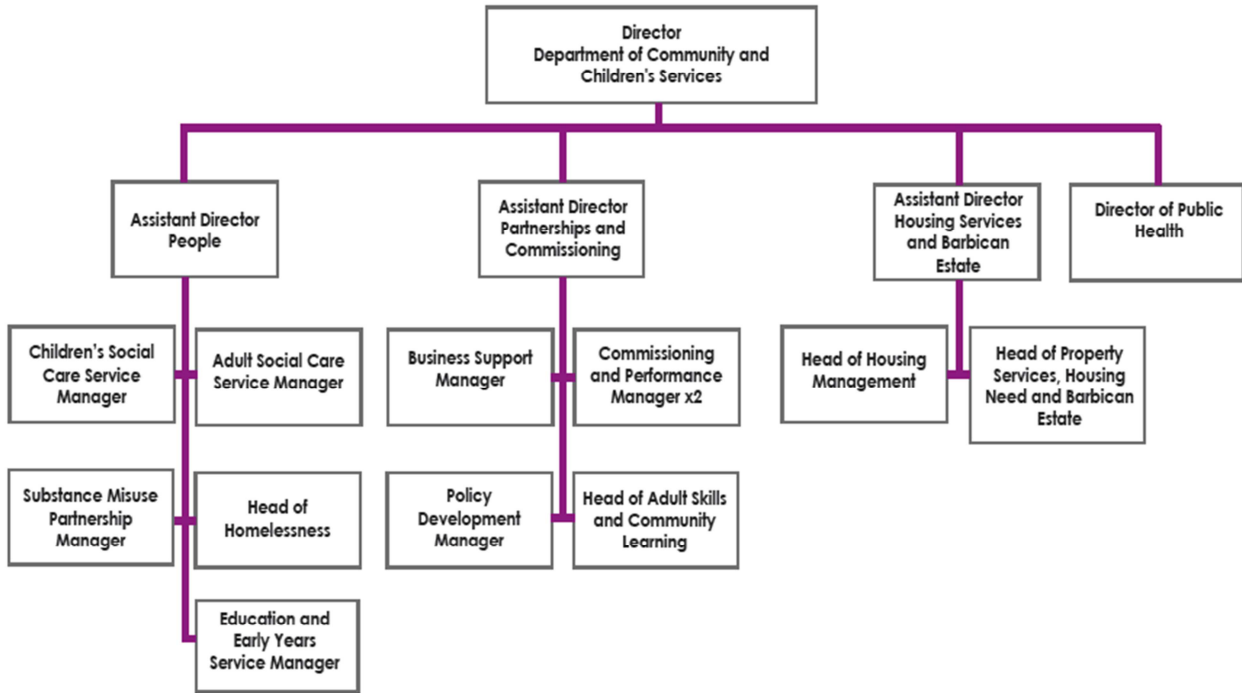


Figure 2 Organisation chart for the CoL Department of Community and Children's Services

Barbican Estate

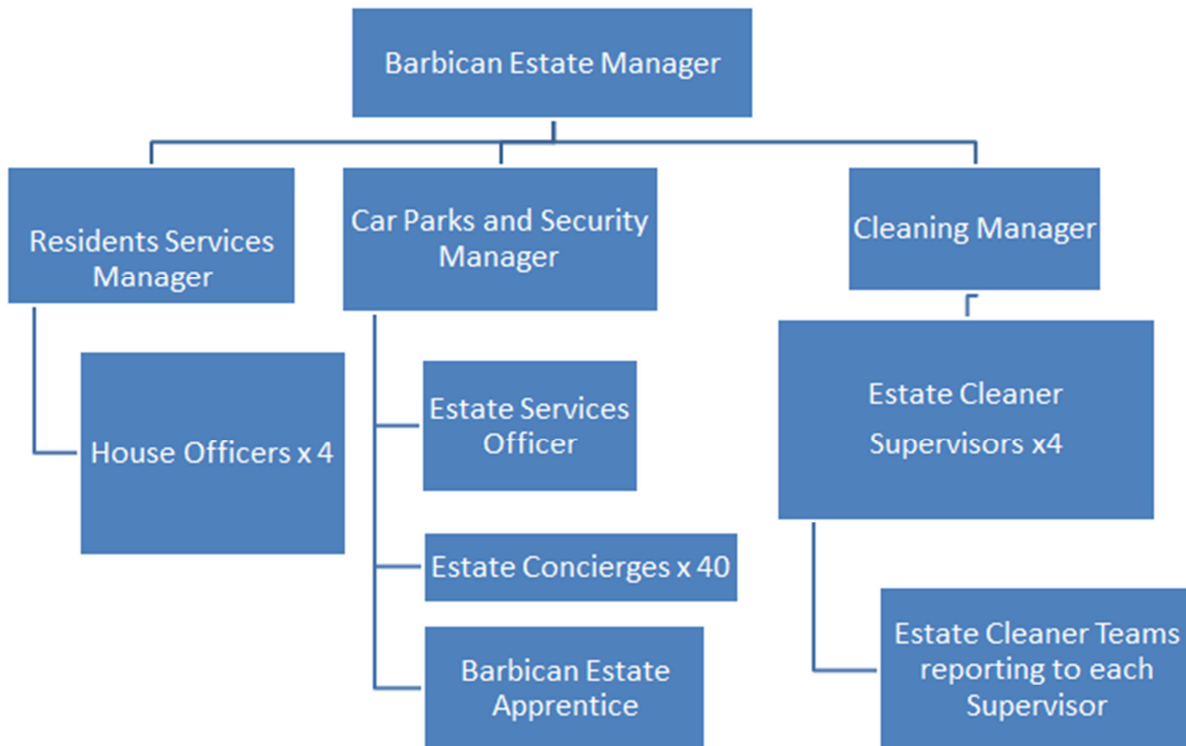


Figure 3 Organisation chart for the Barbican Estate Office

12.2 Related CoL Departments

Town Clerks – supports the RCC and BRC and provides administration and committee clerk services

City Surveyors – provides a range of property services including facilities management and construction projects for the COL's non-residential holdings. They oversee a number of fringe property developments surrounding the Barbican Estate and are involved in Project Management for some of the Barbican Estate stakeholders including the Barbican Centre, Guildhall School of Music and Drama, City of London School for Girls as well as recent developments at Frobisher Crescent.

Department of Built Environment (DBE) – provides repairs and maintenance services to many of the public walkway and podium areas including lighting, tiling, signage. The BEO now takes the overall lead role for the management of the Barbican Common Areas and help to prioritise works through their regular inspections and meetings with the DBE. The budget responsibility, however still remains with the DBE.

Barbican Arts Centre – the BEO regularly liaises with the Arts Centre with regards to works and projects that may impact on the Residential Estate.

Open Spaces – the private (service chargeable) and public gardens (landlord cost) and lakes on the Barbican Estate are maintained by the Open Spaces Department. There are regular meetings between the BEO and Open Spaces to ensure that the SLAs are met, and there are quarterly meetings with the Gardens Advisory Group.

12.3 Barbican Occupiers Users Group

The Barbican Occupiers Users Group (BOUG) was set up in 2010 to review roles and responsibilities for the common areas of the Barbican Estate and to resolve common issues. Meetings are chaired by the City Surveyor and take place quarterly, with the following stakeholders participating:

- City Surveyors
- DBE (Highways, Planning, Cleansing)
- Open Spaces
- Department of Community & Children's Services – BEO
- Barbican Arts Centre
- Guildhall School of Music & Drama
- City of London School for Girls
- St Giles' Cripplegate Church
- RCC Chair

An agreement was established in 2012 for the custodianship and responsibilities for all levels of the Estate between the CoL and all the various stakeholders that manage their own properties on the Estate, as follows:

- Department of Community & Children's Services – BEO
- Barbican Arts Centre
- Guildhall School of Music & Drama
- City of London School for Girls
- St Giles' Church

- City Surveyors

The BEO now takes the overall lead role for the management of the Barbican Common Areas as detailed above.

12.4 Relationship to the Barbican Association

The Barbican Association (BA) was set up shortly after the estate was first occupied, and represents residents on all other issues that affect them other than landlord and tenant matters. Individuals join the BA, pay a subscription, and elect people to the BA General Council (BAGC), which also has a representative from each house group. In practice the BA deals mainly with planning and licensing issues, plus some social activities, but it also represents residents in discussions with neighbouring bodies such as the Arts Centre, City of London School for Girls, Guildhall School of Music & Drama, and in discussions with external bodies like Crossrail.

Matters which are pursued by the RCC are those that relate to landlord and tenant matters, and since the formation of the RCC, the BAGC will refer such matters to the RCC to take forward. However, some overlap can occur, such as where the BEO or CoL is involved in an issue which is not a landlord and tenant issue, because it relates to a service or activity funded directly by the CoL and delivered by the BEO, or is an initiative of the CoL on the Barbican Estate acting as a commercial landlord or local authority. In this case, the respective Chairmen and Deputy Chairmen of both committees will determine the best approach, or recommend to the BAGC and RCC how matters are to be divided.

To ensure there is good communication between these two bodies, a substantial overlap is deliberately maintained between the members of both the RCC and the BAGC. The Chair of the BA is a member of the RCC, and typically, several other members of the BAGC are represented on the committee, through their house groups. Members of RCC Working Parties are also selected to ensure that the relevant BAGC members are represented. In addition, the RCC Chairman provides a report on its work and key issues affecting residents at each BAGC meeting.

The BA is a Recognised Tenants Association, which means that the City recognises that it represents all Barbican residents and gives it statutory rights to be consulted. The Residents' Consultation Committee provides an added layer of consultation (including on many matters that are not subject to statutory consultation) in recognition of the fact that most Barbican residents are long leaseholders and pay for the running of the estate.

The BA, because it is a membership organisation, has funds, and the BAGC uses these funds to support its work, such as by paying for specialist or legal advice that may be useful in protecting residents' interests."

The RCC, by definition, also represents all residents – it is not a membership association, but is an external committee of the City of London Corporation, to which resident representatives are nominated from each block. The costs of operating the RCC are met by the CoL, but members of the RCC do not have recourse to any funds directly.

In rare situations where RCC members consider that residents' interests would be best served by seeking independent professional advice, which it does not have the means to

fund, it will pass this matter over to the BA. If the BAGC agrees to take the matter on, both committees will work in close co-operation, with the RCC continuing in its role as the formal channel of communication between the CoL and residents, and the BA managing the actual work.

13 Glossary

AGM	Annual General Meeting – the principal meeting of a committee or body at which elections normally take place
BA	Barbican Association, residents’ association for the Barbican Estate
BAGC	Barbican Association General Council – the BA’s governing committee
BEO	Barbican Estate Office, provider of residential and other estate management services to the Barbican Estate
BOUG	Barbican Occupiers Users Group – a consultative group of commercial and other non-residential occupiers of the Barbican Estate
BRC	Barbican Residential Committee –committee of the CoL responsible for policy and financial management of the Barbican Estate
CoL	City of London Corporation, landlord to the Barbican Estate and also provider of local authority services to the City of London
DBE	Department of the Build Environment, a Department of the CoL responsible for planning, highways, transport and City walkways
KPI	Key Performance Indicators – a set of measures used to evaluate the effectiveness of service delivery, as defined in the SLA
RSCA	Resident Service Charge Account – the fund into which the service charge is paid and which funds resident services provided by the BEO.
RTA	Recognised Tenants’ Association – a residents’ association that satisfies local government legislation
RCC	Barbican Estate Residents Consultation Committee – an external committee of the CoL composed of resident representatives from the Barbican Estate
SLA	Service Level Agreement – statement of the minimum specification of services and standards that residents can expect as agreed by the RCC and BRC in 2005 and laid out in the SLA booklet, which can be downloaded from http://bit.ly/BbcanSLA or by going to http://www.cityoflondon.gov.uk/services/housing-and-council-tax/barbican-estate/resident-information/Pages/Service-Level-Agreements-SLAs.aspx .
Tenant	Any person who has a tenancy agreement with the Corporation and includes also any resident who no longer retains the Corporation as a landlord but still pays a service charge to the Corporation

Agenda Item 8

Barbican (Beech Gardens) Podium – Water proofing project.

Brief for Chairman – Barbican Residents Consultative Committee.

Background.

The Podium has leaked for over thirty years in a number of areas across the estate and many remedies have been attempted to find ways to cure the problem. In the main these repairs just pushed the water elsewhere; anyone who has seen the number of drip trays in our car parks will understand the scale of the problem. After several years of water ingress into the Virgin Active leisure complex, the COL were threatened with legal action. Members of the Corporation agreed the expenditure to cure the problem, but insisted that the technical solution should be guaranteed and the chosen methodology should provide the specification for future repairs across the Estate. The timeline is set out below, to help residents understand some of the complexities of the project.

Eddie Stevens
Housing Services Director

The Barbican Podium North West (NW) waterproofing project is required to prevent on-going water penetration through the Barbican Podium (the areas of White Lyon Ct, John Trundle Highwalk, Beech Gardens and Bryer Court Pond) to the commercial premises below, car parks and Beech Street Tunnel and to prevent saturation of the structure. This could cause corrosion of the reinforcement and subsequent deterioration of the concrete over the longer term.

Project Scope

The project scope includes;

- The design and implementation of a suitable waterproofing membrane (with an insurance backed guarantee) to remedy leaks within the Barbican Podium in the areas of White Lyon Ct, John Trundle Highwalk, Beech Gardens and Bryer Court Pond.
- Replacement of all current hard landscaping in accordance with planning consents.
- Replacement of podium tiling.
- Replacement of soft landscaping (see comments below)

Whilst the replacement of soft landscaping (soil and planting) is within the project scope and one of its success criteria; it is excluded from the waterproofing specification and associated cost plan and as such is being dealt with as a sub project.

Technical Solution

This is a complex, technical project; the development of the technical specification has required excavation of the site to assess the structural integrity beneath the garden beds, the general composition and depths below the tiles and beds and completion of trial works, to test the potential solutions, before finalising the technical specification.

Interim measures including drainage of the pond and temporary waterproofing works were required to prevent the worst of the leaks, until the full scheme is implemented.

The trial works, completed at the end of Jan 2013, identified some issues requiring further investigation and, once these were completed, the technical works aspect of the specification was completed in February 2013. The trial works also identified a possible alternative solution, presented by the manufacturer of the preferred waterproofing membrane, and this has been further investigated and trialed.

Other work such as development of the Bill of Quantities, obtaining listed building consents, tile investigations and procurement methods were run in parallel.

Project Timeline

Jan 2011	Report on the continued leaks from the NW Barbican Podium to commercial premises below.
March 2011	Bryer Court Pond drained & enabling works carried out to prevent water penetration via screed
Intervening period	Appointments of Project Manager, Architects, Quantity Surveyor etc to investigative potential technical solution and produce estimated cost plan.
Oct 2011	Report to Project Sub-Committee - approval obtained based on outline cost plan to proceed with project investigations and develop a technical specification.
Jan to Mar 2012. Jan to May 2012 Ongoing	Pre-Qualification stage completed for procurement of a main contractor. Investigative works carried out and waterproofing products tested. Detailed drawings produced Detailed cost plan produced Work to obtain listed building consents for Beech Gardens & White Lyon Ct
May 2012	Removal of Trees as enabling works to further investigation and soil removal to commence later in year. Timing of tree removal in advance of nesting season. <i>(NB this work should have been followed by the removal of soil, however, procurement of an appropriate contractor ended when the approved contractor pulled out and, due to increased costs, it was necessary for the process to be carried out again.)</i>
June 2012	Report to Project Sub-Committee* - Following investigative works a full cost plan was produced, which resulted in a significant increase in works and associated costs against the original estimate. Approval was obtained from Project Sub Committee for the increased scope of works and associated costs. The Sub Committee also requested additional investigations to consider alternative technical solutions in respect of the area at White Lyon Court. <i>* report also to Barbican Residential Committee (BRC) and Policy & Resources</i> The Sub Committee also requested an Internal Audit review of the increased costs to the project.

July 2012	5 th July 2012. A site visit with Sir Michael Snyder (Chairman of the Projects Sub Committee) and representative members from the Project Sub Committee, officers from the Barbican Estate Office and City Surveyors. The group met with a representative from Bickerdike Allen Partners – the appointed Architects. The purpose of the site visit was to provide an opportunity for the Chairman and Members to view the site and discuss the detail of the proposed works and alternative technical solutions for White Lyon Court.
July 2012 – Sept 2012	Additional investigative works carried out at the request of the Project Sub Committee in respect of the technical solution for White Lyon Court. Re-commenced procurement process of a contractor for the soil removal
Sept 2012	Report to Project Sub-Committee* – Approval obtained to appoint soil removal contractor and proceed with soil removal works. <i>* report also to BRC</i>
Oct 2012	Report to Project Sub-Committee* – Approval obtained for the technical solution at White Lyon Court. <i>* report also to BRC</i>
Nov 2012	Internal Audit of Beech Gardens Project completed – including financial assessment due to projected increase costs Soil removal from Podium gardens areas.
Dec 2012 – Jan 2013	Product trial works & completion of Technical Specification.
Feb 2013	Development of Bill of Quantities Progress report to project Sub Committee including outcomes of internal audit review of costs.
Mar 2013 – Sept 2013	Pre-Qualification Questionnaire (PQQ), tender and contract award process (see separate timeline for procurement) Report to: BRC, Project Sub-Committee & Court of Common Council.
Oct 2013	Contract prepared & dispatched.
Nov 2013	Contracts signed & works commenced.

Procurement Timeline for main contractor

Pre-Qualification Questionnaire was issued on the London tenders portal on 12th April 2013.
Preparation of tender documents - April / May 2013

Return & Evaluation of PQQ deadline - May 2013

Invite to Tender issued - 23rd May with return date 8th July 2013.

Evaluation of Tenders – 15th July 2013

Post Tender Interviews – 25th July

Authority to start work and post tender award August & Sept (final sign off 11th Sept 2013):

- Barbican Residential Committee
- Project Sub Committee
- Court of Common Council

Tender award letter issued – Sept 2013

Post tender discussions – During Sept 2013

Contracts prepared and dispatched - 11th Oct 2013.

Contract commencement date - 1st November 2013

Construction trial works - 25th November 2013 to 20th Dec 2013 (approx.)

Main works commence - 6th January 2013 for 12 months.

Contract end date - 31st January 2015.

The background to the procurement is that we had originally completed a PQQ exercise in March 2012, which identified 6 shortlisted contractors. However, due to the increased cost in overall works (reported to Projects Sub Committee in June 2012) we were then advised that the current PQQ process would be abortive.

Several alternative procurement methods were considered, including the use of current framework agreements and the potential use of incumbent suppliers (unfortunately the latter could not be progressed due to the supplier not being able to commit to current Terms & Conditions). Either of these approaches would have attracted a shorter procurement process, but were discounted. Discussions between the Housing Property Services, City Surveyors and COL Procurement Service concluded that a 2 stage open tender procurement process of pre-qualification and then full Invite to Tender of 4-6 shortlisted contractors would be required.

Please find detailed below a list of working parties/sub committees dealing with Barbican Estate issues.

Name	Chairman	Attended by:
Residents Consultation Committee		
Gardens Advisory Group	Helen Davinson	BEO & Open Spaces Officers, 6 resident representatives – Paula Tomlinson, Berthe Wallis, Anne Naphine, Nancy Chessum, Gillian Laidlaw & Sarah Hudson
SLA Review	Michael Bennett	BEO Officers & 6 resident representatives – David Graves, Tim Macer, Randall Anderson, Robert Barker, Jane Smith & Chris Mounsey
Asset Maintenance	Karen Tarbox	BEO & Property Services Officers, 5 resident representatives – Randall Anderson, Robert Barker, Tim Macer, Nigel Walmsley and Ted Reilly
Upgrading the Television System	Randall Anderson	BEO & Property Services Officers, 9 resident representatives – John Tomlinson, Matt Collins, Matt Williams, Ian Posner, James Burge, Bruce Badger, Jane Smith, Tim Macer, Randall Anderson
Beech Gardens Project – future Landscaping	Randall Anderson	BEO, Property Services Officers, Open Spaces Officers, representative from Landscape Architects and 15 resident representatives – Randall Anderson, Robert Barker, Rosie Harvey, Janet Wells, Tessa Bryde-Williams, Ronan Kavanagh, Peter Inskip, Paula Tomlinson, Berthe Wallis, Anne Naphine, Nancy Chessum, Gillian Laidlaw, Sarah Hudson, Fiona Lean and Nigel Walmsley

Background Underfloor Heating	Gareth Moore	BRC rep, BEO & Property Services Officers, City of London officers and 8 resident representatives – Mary Hickman, Tim Macer, Ted Reilly, Kate Wood, Sarah Bee, Renu Gupta, Craig Allen & Garth Leder
Joint BRC / RCC Working Parties		
Sustainability – <i>on hold to review October 2014 (whilst Background Underfloor Heating WP ongoing)</i>	Gareth Moore	BRC rep, BEO & Property Services Officers, City of London officers and BA’s Sustainability Group – Sarah Hudson, Garth Leder,
Other		
Beech Gardens Project Board	Karen Tarbox	BEO & Property Officers, City Surveyors Officers & VolkerLaser rep. 6 Resident reps – Randall Anderson, David Murray, John Taysum, Janet Wells, Robert Barker and Garth Leder

Working Parties

Name	Chairman	Attended by:
Parcel Tracking System	Barry Ashton - TBC	BEO Officers (TBC), Resident Representatives (TBC)

Background

The Barbican Estate currently receives over 3,000 parcels a week for over 2,000 flats.

Parcels are delivered by the Royal Mail and Couriers into 10 different locations across the Estate. Staff at these onsite locations sign for the parcels, note the Residents details from the parcel by hand onto a paper sheet, before storing the parcel in a secure store.

A notification card is then hand written and posted by a cleaner directly into the Residents flat, who in turn hands back the card at the onsite location to receive the parcel.

The resident signs the paper sheet to acknowledge receipt of the parcel.

Now that all of these sites are equipped with IT and electronic communications, it is possible that the current system can be improved by making use of technologies available for parcel tracking. In addition, it would be possible to use some form of electronic communication as an alternative to the existing 'pink card' system, to inform residents of their deliveries.

Working Party Remit

- To provide a modern, efficient and high quality Parcel Services for Residents.
- Review the current Parcel system.
- Look at available technologies for Parcel Tracking Systems and how they can improve our current system.
- Report back to the Committee.
- Communications on to all Residents.
- Implementation of a Trial.
- Possibly 4 Meetings.

- Over a period of 8 months.
- Estimated Meeting start times - 6/6:30pm.
- Held at the Barbican Estate Office – Lilac Room.