



Barbican Estate Residents Consultation Committee ANNUAL GENERAL MEETING

Date: MONDAY, 6 MARCH 2017

Time: 6.30 pm

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

Members:

Tim Macer - Willoughby House	Graham Wallace - Andrewes House
Robert Barker - Lauderdale Tower	Mary Bonar - Wallside
Mark Bostock - Frobisher	Fred Rodgers - Breton House
Gordon Griffiths - Bunyan Court	David Graves - Seddon House
Fiona Lean - Ben Jonson House	Richard Dykes - Gilbert House
John Taysum - Bryer Court	Ted Reilly - Shakespeare Tower
Janet Wells - John Trundle House	Christopher Makin - Speed House
Prof. Michael Swash - Willoughby	Nancy Chessum - Andrewes House
Averil Baldwin - Thomas More	Sandy Wilson - Shakespeare Tower
John Tomlinson - Cromwell Tower	David Kirkby - Defoe House
	Jim Davies - Mountjoy House
	Jane Smith - Barbican Association

Enquiries: Julie Mayer - tel.no.: 020 7332 1410
Julie.Mayer@cityoflondon.gov.uk

**John Barradell
Town Clerk and Chief Executive**

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **TO ELECT A CHAIRMAN**
Town Clerk to be heard.
For Decision
4. **TO ELECT TWO DEPUTY CHAIRMAN**
Town Clerk to be heard.
For Decision
5. **MINUTES**
To agree the minutes of the Barbican Residents' Consultation Committee's AGM held on 8th February 2016.
For Decision
(Pages 1 - 4)
6. **COMMITTEE'S TERMS OF REFERENCE**
Members are asked to consider the Committee's Terms of Reference.
For Discussion
(Pages 5 - 6)
7. **REVIEW OF WORKING PARTIES**
Members are asked to review the activities of the Committee's Working Parties.
For Discussion
(Pages 7 - 16)
8. **GARDENS ADVISORY GROUP**
Members to receive a presentation from the Gardens Advisory Group.
For Discussion
(Pages 17 - 38)
9. **BARBICAN RESIDENTS' CONSULTATION COMMITTEE (RCC) MEMBERS' INFORMATION PACK**
Members are asked to review the Committee's Information Pack.
For Discussion
(Pages 39 - 60)
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

BARBICAN ESTATE RESIDENTS CONSULTATION COMMITTEE

Monday, 8 February 2016

**Minutes of the meeting of the Barbican Estate Residents Consultation
Committee held Guildhall on Monday, 8 February 2016 at 7.00 pm**

Present

Members:

Tim Macer - Willoughby House
Robert Barker - Lauderdale Tower
Mark Bostock - Frobisher Crescent
Gordon Griffiths - Bunyan Court
Jane Smith - Barbican Association
Janet Wells - John Trundle Court
Robin Gough - Defoe House
Graham Wallace - Andrewes House
Fred Rodgers - Breton House
Monique Long - Mountjoy House
Natalie Robinson – Andrewes House
Jane Northcote – Cromwell Tower (representing John Tomlinson)
Christopher Makim – Speed House

In Attendance

Officers:

Julie Mayer – Town Clerk's	- In the Chair for items 1-5
Linda Cross – Town Clerk's	- Minutes

1. APOLOGIES

Apologies were received from Fiona Lean, Richard Dykes, Averil Baldwin, John Taysum, and John Tomlinson. Mr Tomlinson was represented by Jane Northcote.

2. DECLARATIONS BY MEMBERS IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

The minutes of the Annual General Meeting held on 9th February 2015 were approved.

4. TO ELECT A CHAIRMAN

Being the only Member willing to serve, Graham Wallace was duly elected Chairman of the Barbican RCC for 2016-17.

As the Chairman accepted his election, Members proposed a vote of thanks to Mr Macer for his work and contribution to the Barbican RCC over three years and commended him for the way in which he had chaired the Committee with a fresh perspective and “hands on” approach.

Mr Graham Wallace thanked Members for their support.

5. **TO ELECT TWO DEPUTY CHAIRMEN**

In accordance with City of London Corporation Standing Orders, the immediate past Chairman was asked if would be willing to serve as Deputy Chairman. Mr Macer indicated that he was and he was duly elected.

There was one further nomination to serve, from Robert Barker. Being the only Member willing to serve, he was duly elected as the Deputy Chairman of the Barbican Estate Residents Consultation Committee for the ensuing year.

6. **COMMITTEE’S TERMS OF REFERENCE**

A question was asked about the Disputes Resolution Panel; i.e. what it was, who sat on it, and when had it met? The Committee was informed that the Panel had not met recently, if ever, as there were no unresolved disputes. It was suggested that the RCC Member submit the question in advance to a future RCC meeting.

A further question was raised about how the Arts Centre related to Frobisher and whether the reference in Item 1 to “other occupiers” included the Arts Centre. If so, it was suggested that this should be specified. It was agreed that this was a very specific situation and that it was not appropriate to include the Arts Centre in the Terms of Reference, which might invited others to make further suggestions. Alternatively, the issue should be referred to the Service Level Agreement Working Party, with a position statement from the Barbican RCC saying that they wished to find a way to improve the channel of communications between Frobisher and the Arts Centre.

RESOLVED, that - the situation between the Arts Centre and Frobisher be referred to the Service Level Agreement Working Party.

7. **REVIEW OF WORKING PARTIES**

The Committee received a report from the Barbican Estate Office on the various Working Parties, including representation and dates of future meetings. It was explained that the Minutes were received throughout the year at RCC meetings and a general review took place at the Annual General Meeting.

RESOLVED, that - The review of working parties be noted.

8. **PROPOSAL TO FORM A LEASEHOLD SERVICE CHARGE WORKING PARTY**

The Committee received a report from the Immediate Past Chairman which outlined the background to the proposal and the need to form a working party to look at service charges. The current arrangements only allowed for consideration of service charges in a reactive way and there was no mechanism for examining issues such as value for money in a proactive manner. It was also the only item in the Terms of Reference which was not specifically covered by a Working Party. He thanked Jane Northcote for the work she had done in producing the accompanying paper.

Members thanked the Immediate Past Chairman and Jane Northcote for their proposal and expressed their wholehearted agreement with the formation of a new working party. It was suggested that it might be appropriate to appoint between 2-4 Members from the RCC to allow more representation from other residents. The Chairman said that he fully supported the initiative but would not be able to take the matter forward, for the time being. The Immediate Past Chairman offered to undertake this role and start the process by inviting residents to become members of the Working Party.

RESOLVED, that - the proposal to form a Leasehold Service Charge Working Party be agreed.

9. **2015 RESIDENTS' SURVEY**

The Committee received a report from the Barbican Estate Office on the 2015 Residents Survey, specifically in respect of Question 16 and the level of satisfaction with the involvement of residents in the management of the Barbican Estate and consultation over decisions or new initiatives. The results showed that over 60% of respondents were satisfied or very satisfied and only 10% were dissatisfied or very dissatisfied.

In answer to a question, the current means of communications were outlined. Members noted that this would depend on the type of information being distributed. If it concerned something which had to be seen by all residents, then it was issued in hard copy. Other items could be sent by email and these were seen by 1300 residents. Some of these might be duplications to the same address, or to landlords who were not resident on the estate. Information was also displayed on notice boards and passed to concierges, to disseminate it further. Links to Committee papers go out to all tenants and a Newsletter was issued every 6 months. Members agreed that there was still some room for improvement.

RESOLVED, that - the report be noted and that the Barbican Estate Office be asked to look at communications and how the flow of information could be improved.

10. **2015/16 COMMUNICATIONS PLAN**

The Committee received a report from the Barbican Estate Office on the communications plan for 2015/16.

It was suggested that the arrangements for responding to emails could be improved. At present, when residents sent emails raising issues, they received an automatic reply saying that the person was away and a reply would be sent within 10 days. This was a timeframe agreed when the RCC was set up many years ago and seemed too long now. The BEO should be asked to look at this with a view to improving communications.

It was pointed out that the website had now replaced much of the print media and documents such as Committee meeting papers were available on line. It was agreed that it would be useful if the BEO could publicise the website more and encourage residents to access the information which it contained.

RESOLVED, that - The 2015/16 Communications Plan and the comments, as set out above, be noted.

11. **ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

The meeting ended at 8.25pm

Chairman

Contact Officer: Julie Mayer
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Julie.Mayer@cityoflondon.gov.uk

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.

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Working Parties (WP) February 2017

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

Name	Chairman	Attended by:
Residents Consultation Committee		
Gardens Advisory Group (GAG) Meeting Dates: 03/02/17 05/05/17 03/07/17 09/10/17 <i>Report to RCC: 22 May (WP minutes from previous year)</i> Terms of Reference has been reviewed by GAG – being submitted to RCC AGM.	Helen Davinson	BEO Officers: Helen Davinson Louise Allen, City Gardens Manager, Open Spaces 9 resident representatives: Paula Tomlinson, Nancy Chessum, Nathalie Robinson, Maggie Urry, Candice Gillies-Wright, Colin Slaughter, Mary Winch, Mark Mallindine, Jenny Addison Vacancies: 1 GAG would very much like Jo Rodgers – the New Chair of BWG to join
SLA Review Meeting Dates: 16/01/17 24/04/17 24/07/17 23/10/17 <i>Quarterly Report to RCC</i>	Michael Bennett	BEO Officers: Michael Bennett, Helen Davinson, Sarah Styles, Sheila Delaney, Luke Barton, Mike Saunders 7 resident representatives – David Graves, Randall Anderson, Robert Barker, Jane Smith, Graham Wallace, Fiona Talbot, Fred Rogers Vacancies: 1
Asset Maintenance Meeting Dates:	Mike Saunders	BEO Officers: Mike Saunders, David Downing, Shauna McFarlane, Michael Bennett, Sheila Delaney

20/02/17 ??/05/17 - TBC 14/08/17 - TBC 13/11/17 <i>Report to RCC: 22 May (WP minutes from previous year)</i>		8 resident representatives – Graham Wallace, Randall Anderson, Robert Barker, Ted Reilly, Fiona Lean, Richard Godber, Mike Greensmith, Henry Irwig Vacancies: 0
Background Underfloor Heating Meeting Dates: 17/01/17 13/03/17 19/06/17 18/09/17 04/12/17 <i>Report to RCC: 22 May (WP minutes from previous year)</i>	Gareth Moore (Lead Officer Mike Saunders) Deputy – Garth Leder	BRC representative BEO Officers: Mike Saunders, Mick McGee, Shauna McFarlane, Michael Bennett 8 resident representatives – Mary Hickman, Tim Macer, Ted Reilly, Kate Wood, Sarah Bee, Renu Gupta, Craig Allen & Garth Leder Vacancies: 0
Leaseholder Service Charge Meeting Dates: 25/01/17 27/04/17 30/08/17 20/11/17 <i>Report to RCC: 4 September (WP minutes from previous year)</i>	Anne Mason	BEO Officers: Anne Mason, Michael Bennett, Helen Davinson, Sarah Styles 7 resident representatives – Lionel Green, David Graves, David Lawrence, Phillip Burgess, Jane Northcote, Mary Gilchrist, Helen Wilkinson Vacancies: 1

Electric Vehicle Charging Meeting Dates: 17/01/17 01/03/17 ??/06/17 - TBC ??/09/17 – TBC <i>Quarterly updates to RCC</i> Terms of Reference reviewed at first meeting – to be agreed at next meeting in March.	Barry Ashton Deputy – John Tomlinson	BEO Officers: Barry Ashton, Muhammed Muhid Ben Kennedy, Low Emission Neighbourhood Project Manager, Department of Markets and Consumer Protection 6 resident representatives – John Tomlinson, David Graves, Randall Anderson, Justin Daminato, Sarah Hudson, David Kirby Vacancies: 0/2 NB Working Parties are normally made up of 6 – 8 resident volunteers – it is anticipated that this WP will continue until midway through 2018 – if there are any other volunteers agree/discuss at RCC AGM.
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Officers:

Barry Ashton, Car Park & Security Manager

Mike Barton, House Officer

Michael Bennett, Barbican Estate Manager

Helen Davinson, Resident Services Manager

Sheila Delaney, House Officer

David Downing, Asset Programme Manager, Barbican & Housing

Shauna McFarlane, Asset Monitoring Officer, Barbican & Housing

Mick McGee, Senior Resident Engineer

Anne Mason, Service Charge & Revenues Manager

Muhammed Muhid, Estate Services Officer

Mike Saunders, Head of Asset Maintenance, Barbican & Housing

Sarah Styles, House Officer

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Residents Consultation Committee (RCC) Working Parties – Terms of Reference February 2017

Gardens Advisory Group (GAG)

- Quarterly Joint Inspections with House Officers and Open Spaces Officers
- To 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
- To comment upon levels of maintenance being undertaken by Open Spaces such as pruning
- To provide a steer for the RCC and Barbican Residential Committee (BRC) for new projects and trials e.g. Providing allotment spaces - subject to funding

Service Level Agreement (SLA) Working Party

Objectives

- To review the quality and performance of the SLAs (Customer Care, Estate Management, Property Maintenance, Major Works and Open Spaces) that are charged for in accordance with the terms set out in the lease against targets and Key Performance Indicators (KPI) in the appropriate SLA or contract specification

This objective will be fulfilled through:

- SLA action plans and KPIs presented quarterly to the SLA Working Party, Residents Consultation Committee (RCC) and Barbican Residential Committee
- Reviewing service delivery monitoring reports/action plans and KPIs and other comments/complaints raised via House Officers, SLA Working Party, RCC (including pre committee questions), surveys, House Groups, residents general comments
- Engaging in discussion with officers to understand the processes and policies around achieving the targets and KPIs in the appropriate SLA or contract specification
- Reviewing a House Officer's decision as 'residents champion' that issues have been resolved
- Updating and reviewing the SLAs to be presented to the RCC for approval
- Reviewing the House Officer's decision as 'residents champion' that issues have been resolved

- Updating and reviewing the SLAs to be presented to the RCC for approval

Asset Maintenance Working Party

Aim: To have oversight of and provide comment on the Asset Maintenance of the Barbican Estate.

The objective of this is to:

- Maintain the Estate in very good condition, noting its listed status and therefore extend its life.
- Avoid unplanned costly major repairs and to plan future financial commitments both for the landlord and residents with a view to saving money in the long term and avoiding lumpy expenditure.

These objectives will be fulfilled by:

- Surveying and monitoring the condition of the structure and exterior, plant and equipment, supply services, windows and doors and making an assessment of their life expectancy so that replacement works can be programmed.
- Evaluating historical expenditure and practice and analysing information from current day to day repairs and maintenance systems in conjunction with the asset software systems.
- Analysing the validity of the Asset Maintenance plan to ensure that it is comprehensive.
- Assessing the assets in terms of their sustainability and energy efficiency.
- Monitoring current technology and developments and identifying any opportunities for savings that can be made – for example, whole life cycle costing.

Background Underfloor Heating Working Party

1. EDF Energy has given notice of their intention to withdraw from their contract with the City of London Corporation (COLC) for the supply of electricity for the Barbican Residential Estate's background underfloor heating system (currently 13 hours off-peak energy) by either January 2014/April 2014. Therefore, the COLC must tender a new contract for the supply of electricity from either January or October 2014 (the next winter heating period). The UHWP should:
 - determine a preferred (i) supplier and (ii) tariff for the supply of electricity for the background underfloor heating system from 2014 onwards;

- determine whether that new supply contract should be on a short, medium or long-term basis (in part on the basis of their findings in relation to the second point below).

The UHWP should also consider, amongst other things:

- COL (and Barbican Residential Estate) economies of scale and negotiating power.
- Alternative supply arrangements, such as using energy brokers, direct negotiation with energy wholesalers/electricity generating companies, international suppliers.

The UHWP should inform the RCC and BRC of its recommendations.

Milestone: as a matter of urgency, with a requirement of 31 January 2014 to prepare a report with recommendations for the RCC and BRC, to allow the COLC to get a new contract in place by 1 October 2014.

2. The current electric background underfloor heating system on the Barbican Residential Estate has been in place for over 40 years. UKPN have given notice that it will cease to maintain the Cyclo-Control (control and switching system) beyond March 2015. The lease requires the provision of *background heating* to the flats from 1 October to 30 April in each year and at other reasonable times. The UHWP should determine its view on, *inter alia*, each of the following options (or a combination thereof):

- **Maintain both the current heating and control systems with on-going repairs as and when required.** Consider, amongst other things: the efficiency of the systems; cost of the electricity supply; current/future projected maintenance costs; availability of a maintenance provider; and basic terms of any Service Level Agreement. Also consider potential improvements, such as: hours of charge; triggers for charge (forecast/current temperature); and adding individual heating controls;
- **Replace both the current heating and control systems.** Consider: efficiency and sustainability; different heating systems both at an individual flat level (e.g. storage heaters, radiators) and at a Barbican Residential Estate level; systems used on other COL and local estates and buildings (including the system used in Frobisher Crescent (which is out of the scope of this UHWP)); feasibility and costs of retro-fitting a new heating system in all flats (whether underfloor heating or other); and other appropriate issues and feasible solutions. This includes consideration of various energy generation sources (including, but not limited to, Ground Source Heat Pumps (GSHP), Combined Heat & Power (CHP), Micro-generation sources (e.g. solar PC, micro-wind), biomass, and heat recovery systems) and, where possible, swift elimination of those sources which are not feasible for use on the Barbican Residential Estate. In terms of the control system, consider, amongst other things: the desirability, availability and cost of new controllers; remote Cyclo-Control transmitters; and individual flat/room controls;

- **Replace the current control mechanism, but maintain the rest of the heating system.** As above, consider the desirability, availability and cost of new controllers; transmitters; individual flat/room controls; and whether any improvements to the rest of the heating system are available/desirable;
- **Replace the current heating system, but retain the control mechanism.** Consider same points as above in relation to replacement of the heating system, and whether any improvements to the control mechanism are available/desirable.

In addition, the UHWP should also address:

- **Benchmarking.** Evaluation of the current system to allow for meaningful comparison to any proposed or implemented changes. This will include, without limitation:
 - review of the data from EDF's proposal to carry out half hourly monitoring in 2 blocks on the Barbican Residential Estate; and
 - the collection of temperature data in a selection of flats on the Barbican Residential Estate
 - analysis and modelling the gathered data and comparison with each other and any other relevant sources of information;
- **Minimising heat loss/wastage.** Consider improving insulation of flats, repair/replacement of windows and doors (in flats and common areas), level of double glazing, increased maintenance standards;
- **What the requirements of the lease are.** The UHWP's view of "background heating" and how that should be monitored/judged going forward;
- **Any possible funding options.**

Following consideration of these issues, the UHWP should inform the BRC and RCC of its findings and recommendations. The UHWP should also consider whether an on-going residents committee is advisable to consider these issues on a long-term basis.

Milestone: To prepare a report on the options considered and give recommendations on which are most feasible. **Timescale:** to the extent that it impacts on the first point, as soon as possible, otherwise, on a timescale to be determined by the RCC.

3. The UHWP should determine whether they require a specialist consultant(s) to advise it, and if so, specify (i) the scope of each consultant's remit and (ii) their preferred consultant(s). The scope of each consultant's report and the indicative costs are to be approved by the RCC and BRC, so the information should be provided to them as soon as possible.

Leaseholder Service Charge Working Party

Objectives

- To examine Leaseholder Service Charges (LSC) and basis of their calculation, and ensure that information about charges is transparent and is communicated effectively to the RCC and Working Party.
- To understand and where possible improve, processes and policies within the BEO that ensure charges made under the LSC provide good value in delivering services as defined in the Service Level Agreement and engage with officers to achieve this.

The objectives will be fulfilled through:

- Meetings to review financial reports to be presented to the Residents Consultation Committee (RCC) relating to the LSC account.
- Review and examine historical LSC expenditure and comparing this with current or planned levels of expenditure.
- Reviewing draft budgets for the LSC and discussing with officers the basis on which these estimates have been made.
- Engaging in discussion with officers to understand the processes and policies around achieving value for money within the LSC.
- Consider whether more forecasting is required and to consider what is and isn't currently forecasted.
- Forwarding any relevant comments that may impact on service delivery to the Working Parties of the RCC including the Asset Maintenance Working Party and Service Level Agreement Working Party for comment.
- Report annually to the RCC.

Electrical Vehicle Charging Points Working Party - Draft

Objectives

Purpose of working group is to determine the most suitable options and solutions for introducing electric vehicle charging points to the Barbican Estate car parks. The solution will need to:

- Meet the needs and requirements of residents charging their vehicles
- Be future-proofed to accommodate continued growth in electric vehicles
- Be cost neutral for other residents and the BE office
- Easy to manage with need for minimal oversight and input from the BE office

Key issues to be considered and resolved include:

1. What do residents require to support the shift from ICEs to EVs?
2. What is the most suitable infrastructure for the BE?
3. What is the most suitable way of allocating bays to EV users and charging points?
4. What is the best pricing mechanism to recover costs?
5. Use a 6 month pilot or trial period to test out the different models/options.
6. How will it be delivered?
7. What are the timescales?
8. Ensure accessibility of EV bays is considered
9. How will the pilot/trial be monitored and evaluated?

Presentation from the Gardens Advisory Group (GAG) to the RCC

This paper, with the Appendix, was approved by GAG at its meeting 03 February 2017. Pending the RCC approving the proposed revised Terms of Reference and Operational Notes, those resident members wishing to continue have now completed the skills audit referred to in item 3 of the Operational Notes; the template used is attached for information.

Some resident members of GAG were concerned about how GAG was operating and considered that it needs to develop and focus its aims in order to make it a more effective organisation for the residents. This is particularly in view of the adoption in January 2015 of The Barbican Listed Building Management Guidelines – Volume 4 – Landscape.

As a result of these concerns, a special meeting of GAG was held on 16 January 2017 so the following could be discussed:

the current terms of GAG's remit,
how they are being implemented,
consider the subsequent and future developments within the landscaping
of the Barbican and
agree a revised remit for presentation to the RCC for their approval.

This presentation is the outcome of that GAG meeting to request approval from the RCC for the attached revised Terms of Reference and Operational Notes for GAG.

The discussion paper used at the GAG meeting, together with the decisions made, is attached as an Appendix for information.

CONTENTS

- 1 Terms of Reference for Gardens Advisory Group (GAG)
- 2 GAG Operational Notes and Inspection Areas

Appendix Discussion paper and notes from the GAG meeting on 16 January 2017

1 Terms of Reference for the Gardens Advisory Group (GAG)

The Barbican gardens, which include the private areas at Speed House, Thomas More as well as the planted podium raised beds and planters, are managed on behalf of residents by the Barbican Estate Office (BEO) in accordance with a Service Level Agreement with the actual work being carried out by the City Gardens team of the City of London's Open Spaces Department. Whilst the Fann Street Wildlife Garden is part of the Barbican gardens, it is developed and looked after by a collaboration between volunteers in the Barbican Wildlife Group and the Open Spaces Team.

The Residents' Consultation Committee (RCC) purpose in establishing the Gardens Advisory Group (GAG) was to have a partnership approach (of BEO officers and residents actively and co-operatively seeking improvements) to influence the presentation and future developments of the hard and soft landscaping on the Barbican Estate.

GAG is required to report annually to the RCC on its activities.

The Terms of Reference for GAG will be as follows:

- (a) **Strategic** – that GAG should be involved if the City of London decides, at any time, to implement the recommended overarching Estate Landscape Management Strategy (ELMS) which among other aims should set out the Future Vision of the Barbican Estate landscape and a prioritised ten year action plan for the planning, enhancement, renovation and management of the Estate landscape. Also the ELMS and in particular the ten year action plan, should be linked to an overall Estate Landscape Masterplan.

However, until such time as ELMS is adopted, then an annual action plan covering the same areas as the ELMS should be agreed including:

- details of any longer term future plans for the landscape in the Estate,
- details of what the budgets might be for any projects, including the source of the funding.
- details, both the work and the financial costs, of the on-going management of the Estate.
- details of the overall income and expenditure figures for the Garden Maintenance,
- the percentage paid by the residents whilst
- giving GAG the authority to consider the amount paid by residents and make recommendations for changes to RCC.

- (b) **Quality** – related to the standards to be applied to projects and on-going management and maintenance of all areas, contribute to establishing standards for design of the landscape, to see this translated into

appropriate budgets split between the public and residents areas, to contribute to balancing cost efficiency with providing a high quality visual amenity setting for residents and the public.

- (c) **Operational** – to see that the agreed quality outcomes are delivered day-to-day and to manage/oversee the active contribution from residents and other volunteers.
- (d) **Encouragement** – to encourage residents to ‘green’ their personal space on balconies and patios by use of troughs and pots as well as involving them in the communal areas by, for example, resident planting days.
- (e) **Links** – provide a means for links with and among organisations with common interest in managing, developing and promoting the Barbican landscape. This will include working with the Guildhall School of Music and Drama (GSMD) to co-ordinate its roof garden into the overall landscape strategy for planting as it is visible from the residential blocks and the Highwalks.
- (f) **Communications** – ensure that information about the development of the Barbican landscape is fully and accurately communicated to all residents, also ensure that details of how residents can contact GAG are published in the appropriate places.

To achieve the aims set out in the Terms of Reference, the necessary and appropriate communications between GAG, the BEO and any other bodies should be set up.

2 GAG Operational Notes and Inspection Areas

The following are the operational guidelines agreed with the RCC for GAG.

- 1 GAG is set up by RCC as a Working Party, where the RCC selects the residents who will serve.
- 2 There will be 10 residents on GAG, of which 1 resident will be identified in the Minutes as a representative of the RCC, Barbican Wildlife Group, Barbican Allotment Group and Barbican Horticultural Society. Residents will serve for a period of 5 years with a maximum of 3 members standing down in any one year. However residents standing down can be re-selected by the RCC if it so wishes.
- 3 Resident members will advise details of their other involvement with Barbican organisations and give details of their relevant skills so that it can be seen that all aspects of the hard and soft landscaping are covered. If there is a skill gap, then GAG will have the power to consult with other residents to cover this.
- 4 In addition to the residents, there should be a representative of the Barbican Estate Office (BEO) who will produce the Agenda. In addition, the City Gardens Manager and a working gardener of City Gardens should attend.
- 5 The Chairman's role and that of producing the Minutes will be undertaken by the residents on a rotating basis. The individuals to undertake these roles will be agreed at the previous meeting.
- 6 Meetings should be scheduled for the following calendar year.
- 7 There should be 4 meetings a year, evenly spread throughout the calendar year.
- 8 The Agenda for the meeting should be issued at least 7 working days before the meeting. If any one has an item for the Agenda, this should be notified to the BEO at least 14 working days before the meeting.
- 9 Draft Minutes should be issued within 10 working days of the meeting, any comments and changes should be given within the subsequent 7 working days.
- 10 GAG should produce an Annual Report on its activities to present to RCC for its June meeting.
- 11 A list showing all the areas that GAG is concerned with is attached and will be kept up to date. In addition, GAG will maintain a relationship with the GSMD regarding its roof garden.

- 12 GAG will set up inspections by small groups of resident members to ensure that all the areas on the attached list are regularly considered and any remedial actions are taken. Other residents recruited via the House Groups can be involved in the inspections.
- 13 Lines of communication will be established to ensure that GAG has all the information to comply with its Terms of Reference.
- 14 GAG will ensure that residents are aware of its existence and official communications will be issued.
- 15 GAG will help to arrange residents planting days and other events aimed at engaging residents with their landscape.

Inspection Areas

The following is a list of all the areas on Barbican Estate that need to be considered by GAG

South West

- Thomas More Garden
- Hanging gardens by all weather pitch
- Planters on Mountjoy Highwalk (allotments)
- Planters by Lauderdale Tower
- Planters on Defoe Highwalk
- Planters by Shakespeare Tower (allotments)
- Lake in front of Arts Centre including the berms
- Gardens by St Giles, City Wall remains and towards Barber Surgeons Hall, including the lake

East

- Speed Garden
- Pergola
- East lake with berms, igloo pods and waterfall garden
- Planters on Willoughby Highwalk (including those looked after by BHS Members)
- Planters on Brandon Mews Highwalk
- Planters on Speed Highwalk
- Moor Lane garden by Andrewes Car Park
- All gardens by Andrewes overlooking Fore Street, including the trees in the car park
- High-level garden connecting Andrewes to Postern

North West

- Beech Gardens (western part)
- Garden between Bryer Court/Bunyan Court and John Trundle Court – White Lion Court
- Garden overlooking Aldersgate by John Trundle Court
- Plinth and small garden at Aldersgate end of ramp - with bas-relief frieze

North East

- Ben Jonson terrace, including 6 allotment planters,
- Beech Gardens (eastern end)
- Frobisher Crescent (Sculpture Court)
- Podium planting around Cromwell Tower and in street level forecourt
- Planters on Breton House Highwalk (some looked after by BHS members)
- Silk Street bed

Fann Street area

- Fann Street Wildlife garden

Discussion paper and
notes from
Meeting of GAG on Monday 16 January 2017 at 2.30pm

Purpose of meeting:

- To review the terms of GAG's remit,
- To review how they are being implemented,
- To consider the subsequent and future developments and
- To decide on any changes so that a revised remit can be presented to the RCC for their approval

It is felt that GAG needs to develop and focus its aims in order to make it a more effective organisation for the residents.

This discussion paper has been developed by Natalie Robinson, Nancy Chessum, Judith Serota, Paula Tomlinson and Mary Winch.

Mary Winch and Natalie Robinson were the lead authors and the paper will be introduced by Natalie Robinson who will also lead the meeting through the Agenda.

Present:

Helen Davinson	BEO	Minutes
Louisa Allen	Open Spaces	
Natalie Robinson	Resident	Chairing
Mary Winch	Resident	Notes
Sarah Hudson	Resident	
Paula Tomlinson	Resident	
Colin Slaughter	Resident	
Nancy Chessum	Resident	
Mark Mallindine	Resident	
Judith Serota	Resident	
Candace Gillies-Wright	Resident	
Maggie Urry	Resident	

Apologies:

Jenny Addison

Contents – to be used as the AGENDA

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1 Existing Remit – the original remit as set by the RCC in 2010 was as follows:

“The Barbican gardens which include the private areas at Speed House, Thomas More and Fann Street as well as the planted podium raised beds and planters are managed on behalf of residents by the Barbican Estate Office in accordance with a Service Level Agreement, the actual work is carried out by the City Gardens team of the City of London’s Open Spaces Department.

There are two areas relating to Gardens which are under review.

Firstly the Residents' Consultation Committee (RCC) has approved the establishment of a Gardens Advisory Group dealing with “soft” issues to provide input to the technical aspects of garden maintenance process and introduce the knowledge and experience of residents who have an interest in gardening issues.

Secondly, the Landscaping Strategy Working Party which reports to the Barbican Residential Committee (BRC) is considering proposals for the hard landscaping around the estate, for example, planters and irrigation projects. However, there has been no progress with these projects due to funding issues.

Key remit areas:

- Quarterly Joint Inspections with House Officers and Open Spaces Officers
- To 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
- To comment upon levels of maintenance being undertaken by Open Spaces such as pruning
- To provide a steer for the RCC and BRC for new projects and trials eg. Providing allotment spaces - subject to funding”

From May 2014, following a range of changes initiated by RCC for its Working Parties, the part referred under the paragraph starting with the word ‘Secondly’ has been removed from the remit for GAG, however the consideration of planters and the irrigation system seems to have been included into GAG briefings from the BEO.

2 Subsequent Developments

The following should now be considered in the context of the Remit:

(a) The Barbican Listed Building Management Guidelines – Volume 4 – Landscape, which was adopted in January 2015

https://www.google.co.uk/?gws_rd=ssl#q=barbican+listed+building+management+guidelines+volume+4

(b) The City's Biodiversity Action Plan 2016 – 2020, which was adopted in the autumn of 2016.

<https://www.cityoflondon.gov.uk/things-to-do/green-spaces/city-gardens/wildlife-and-nature/Documents/city-of-london-biodiversity-action-plan-2016-2020.pdf>

(c) The Estate is entered on the Register of Historic Parks and Gardens of Special Historic Interest as Grade 11* .

This is an exceptional grading for a post war entry. Although there are no specific statutory controls, the National Planning Policy Framework para 132 gives registered parks and gardens an equal status in the planning system as listed buildings and scheduled monuments – (section 1.3.28).

(d) As the Barbican is recognised as a Grade 2 Site of Borough Importance for Nature Conservation under the City's Biodiversity Plan, this means that nature conservation is a primary objective for land management – (section 1.1.5).

As part of this, the City of London Tree Strategy identifies the value of maintaining and planting native trees and the main aim is to increase City Corporation owned trees by 5% by 2019 – (section 3.6),

Potential impact of future local developments and changes

For the future, the following developments and changes are likely to have an impact on the Barbican Estate:

- Introduction of a Low Emission Zone,
- Opening of Crossrail stations at Barbican and Moorgate,
- Museum of London moving to Smithfield,
- Development of The Centre for Music (or anything else on the current Museum site)
- Expansion of The Barbican Centre as a cultural hub

All these developments / changes are likely to increase the footfall in the public areas of the Highwalk and have an impact on the landscapes.

3 Discussion Points

- 1 Apart from the word 'Firstly' the original overall aims for the establishment of GAG as set out in the first paragraphs of the remit seem to continue to cover the aims in a general manner.

However they do need to be expanded particularly in the light of the fact that in the Management Guidelines document it is stated that representatives of the BEO, CoL Open Spaces and Built Environment Managers should attend and report to GAG thus providing a direct route for engagement and involvement of residents – (section 3.2.18).

As far as it is known no representatives of the Built Environment Managers attend the GAG meetings – is it known why? If not can it be considered if it would be a good idea? Presumably, Built Environment Managers were included as a means of co-ordinating with the **hard** landscape – if not the case then why would they have been included? Should Built Environment now be represented on GAG?

Since the Listed Building Management Guidelines were produced, there has been a change in responsibilities within the Barbican Campus. The Barbican Estate now take the lead and therefore it is not necessary for DBE to attend GAG

- 2 What happened to the BRC Landscape Working Party?

As this Working Party no longer seems to exist, there is no longer a group focusing on the various elements of the **hard** landscape – including planters and irrigation – all of which have a direct impact on the gardens.

**This Working Party is no longer in existence.
The group felt that the use of hard and soft landscape was not necessary and that the “landscape” should be referred to.**

How is the involvement of residents in this aspect of the 'landscape' best managed and should it be formally made part of GAG? Are the appropriate groups to be represented at GAG the Barbican Wildlife Group, Barbican Allotment Group, Barbican Horticultural Society and the Friends of City Gardens?

Discussion concluded that the FoCG did not need to be represented but that architectural skills and knowledge of sustainability were desirable. A skills audit of the current GAG would be an appropriate starting point.

- 3 Estate Landscape Management Strategy (ELMS)

In addition it is stated **(within the Listed Building Management Guidelines)** that there should be an overarching Estate Landscape Management Strategy (ELMS) which among other aims should set out the Future Vision of the Barbican Estate landscape and a prioritised ten year action plan for the planning, enhancement, renovation and management of the Estate landscape – (section 3.2.24). Also it is stated that the ELMS and in particular the ten year action plan, should be linked to an overall Estate Landscape Masterplan – (section 3.2.25).

No evidence can be found of any start on either the ELMS or the Landscape Masterplan and as far as we know, this is the situation.

If this is correct, should GAG start to take the lead or at least ask questions about it?

Whilst the LBMG considered it desirable for an ELMS to be created, the BEO and Open Spaces do not currently have the resources to compile this document.

- 4 If ELMS (and/or the Landscape Masterplan) is not to be prepared, what are the reasons?

Answered in 3 above

As a result, GAG needs to ask for information regarding future plans for the Estate landscape. In the meantime, an annual action plan with costs and budgets should be agreed for GAG – these aspects are considered more in point 11.

- 5 Draft Revised Terms of Reference

To succeed in its purpose, the Terms of Reference for GAG need the following objectives:

- (a) Strategic – related to points 3 and 4 above
- (b) Quality – related to the standards to be applied to projects and on-going management and maintenance of all areas, contribute to establishing standards for design of the landscape, to see this translated into appropriate budgets split between the public and residents areas, to contribute to balancing cost efficiency with providing a high quality visual amenity setting for residents and the public.
- (c) Operational – to see that the agreed quality outcomes are delivered day-to-day and to manage/oversee the active contribution from residents and other volunteers.
- (d) Encouragement – to encourage residents to ‘green’ their personal space on balconies and patios by use of troughs and pots

- (e) Links – to provide a means to have links with the other organisations with common interests in the Barbican landscape
- (f) Communications – to ensure that information about the Barbican Landscape is properly and accurately communicated to all residents and residents can find details of how to contact GAG.

If GAG is to attempt to fulfil these Terms of Reference, then considerably more information from (and involvement with) the BEO will be required.

6 Meeting Schedule for GAG

With regard to the current meeting schedule, it is suggested that the quarterly inspections are not often frequent enough, particularly as the timing is roughly January, April, September and November. This timing also means that there is no inspection or consideration of the planting and its effect between April and September, exactly during the main growing season when most people are around the Estate and the greatest impact can be seen.

All agreed. Meeting schedule for 2017 amended to a July and October meeting (from a September and November meeting).

- 7 A possible approach to improve the inspections would be to divide the Estate into say 5 areas where each area is monitored by a group of two or three members of GAG on a monthly/six weekly basis and that they report back to other members on that area, either at the next GAG meeting or immediately if there is concern about some aspect. It would be helpful if a representative of Open Spaces were available for these inspections as they could answer questions and perhaps arrange for any immediate actions considered necessary. The areas could be:

- (a) the South West – centred on Thomas More gardens
- (b) the East – centred on Speed Gardens
- (c) the North West – centred on the western end of Beech Gardens
- (d) the North East – centred on the eastern end of Beech Gardens, including Breton House area
- (e) Fann Street Wildlife Garden.

Whatever approach is adopted for the inspections, then it is felt that it would be helpful for all members of GAG to be aware of all the areas that need to be considered. This can be in the form of a list which should mean that no areas are overlooked. A draft of all these areas is shown in Section 6 of this paper.

The meeting concluded that these should be in addition to the inspection at the formal meetings. LA to provide quality standard bench-marking information that can be used. The logistics of this to be discussed at 03.02.17 meeting. In terms of Working Party

numbers, 10 resident members makes this an achievable task. It was felt that 8 resident members would not be enough. This it to put in place for a year and then reviewed.

8 Potential beneficial impact on quarterly meetings

If the above approach were adopted then it would mean that GAG meetings could become mainly an indoor meeting unless there was a pressing need to visit somewhere that day.

If there is a particular area to be discussed that members should visit before the meeting, then this should be identified on the Agenda. The quarterly GAG meetings should be more evenly spread though the year, say January, April, July and October – agree?

Arrangements to be as agreed in 7 above.

9 The timing for the issue of the Agenda for the GAG meetings and the subsequent Minutes should be agreed.

In 2014, RCC strengthened its working groups operations by stating that, amongst other things, minutes should be circulated within 2 weeks of a meeting. It is stated that the GAG Minutes are available on the City of London BEO website and reported to the committee – (section 3.2.2).

Also in section 3.2.18 it is stated that an Annual Summary Report to the RCC should be provided. As far as we are aware, at present this report consists of just a copy of the Minutes for the GAG meetings during the year and this is the only way that the minutes are available.

Good practice would suggest that the Agendas should be issued at least 7 working days before the meeting and draft Minutes should be issued within 10 working days following the meeting.

Agreed. Chairing and minute taking to be taken in turns by the Group (with volunteers decided at the previous meeting). HD still to responsible for agenda.

Consideration should be given to whether or not these Minutes should be on the BEO website – are the Minutes of other RCC Working Groups displayed here?

Minutes are on CoL website (as part of the Committee papers)

For the Annual Report to the RCC, a short report should summarise the purpose of GAG and what progress has been made against its objectives etc, perhaps with the Minutes made available as an Addendum.

Agreed. GAG to write this.

This Annual Report could also be used for publicity purposes to inform all residents of the existence and activities of GAG.

Report could also be sent out via BEO Broadcast as well as via BA

10 Maintenance Standards

In order to be able to consider the standards of maintenance with City Gardens, then relevant details of the contract need to be supplied to GAG – how can this be achieved?

There is an internal SLA. Louisa is currently working on the 17/18 document. This will be presented to GAG at 02.03.17 meeting.

11 Annual Action Plan

Until such time as there is an ELMS available, then an annual action plan should be agreed with GAG including:

- details of any longer term future plans for the landscape in the Estate,
- details of what the budgets might be for any projects, including the source of the funding.
- details, both the work and the financial costs, of the on-going management of the Estate.
- details of the overall income and expenditure figures for the Garden Maintenance,
- the percentage paid by the residents, whilst
- giving GAG the authority to consider the amount paid by residents and make recommendations for changes to RCC.

Who will prepare, maintain and agree this annual action plan for GAG –BEO? Should GAG have power to recommend changes to the resident percentage to RCC?

Agreed that an annual action plan –with a forward look of [say] 5 years- should be prepared by GAG/BEO, probably via a subgroup. Agreed that the power to recommend changes, to RCC, in the residents percentage should be included in the GAG ToR to be presented to RCC.

12 The Guildhall School of Music and Drama (GSMD) roof garden is also covered in the guideline document where it is thought to be under exploited. At the same time it is stated that it needs to be co-ordinated within the overall landscape strategy for planting and also

considered for the aerial view from many of the residential blocks – (section 1.5.74). How can this be proceeded with?

The group thought this could be future aim.

4 Terms of Reference for the Gardens Advisory Group (GAG) – draft for agreement

“The following is a draft for a revised Terms of Reference for GAG which, once agreed in GAG, would be submitted to the RCC for their approval and adoption:

“The Barbican gardens which include the private areas at Speed House, Thomas More as well as the planted podium raised beds and planters are managed on behalf of residents by the Barbican Estate Office (BEO) in accordance with a Service Level Agreement with the actual work being carried out by the City Gardens team of the City of London’s Open Spaces Department. Whilst the Fann Street Wildlife Garden is part of the Barbican gardens, it is developed and looked after by a collaboration between volunteers in the Barbican Wildlife Group and the Open Spaces Team.

The Residents' Consultation Committee (RCC) purpose in establishing the Gardens Advisory Group (GAG) was to use a partnership approach (of BEO officers and residents actively and co-operatively seeking improvements) to influence the presentation and future developments of the hard and soft landscaping on the Barbican Estate. GAG is required to report annually to the RCC on its activities.

The Terms of Reference for GAG will be as follows:

(g) **Strategic** – be involved with developing an overarching Estate Landscape Management Strategy (ELMS) which among other aims should set out the Future Vision of the Barbican Estate landscape and a prioritised ten year action plan for the planning, enhancement, renovation and management of the Estate landscape. Also the ELMS and in particular the ten year action plan, should be linked to an overall Estate Landscape Masterplan. Until such time as ELMS is adopted, then an annual action plan covering the same areas as the ELMS should be agreed including:

- details of any longer term future plans for the landscape in the Estate,
- details of what the budgets might be for any projects, including the source of the funding.
- details, both the work and the financial costs, of the on-going management of the Estate.
- details of the overall income and expenditure figures for the Garden Maintenance,
- the percentage paid by the residents whilst
- giving GAG the authority to consider the amount paid by residents and make recommendations for changes to RCC.

(h) **Quality** – related to the standards to be applied to projects and on-going management and maintenance of all areas, contribute to

establishing standards for design of the landscape, to see this translated into appropriate budgets split between the public and residents areas, to contribute to balancing cost efficiency with providing a high quality visual amenity setting for residents and the public.

- (i) **Operational** – to see that the agreed quality outcomes are delivered day-to-day and to manage/oversee the active contribution from residents and other volunteers.
- (j) **Encouragement** – to encourage residents to ‘green’ their personal space on balconies and patios by use of troughs and pots and for them to be involved in any resident planting days. **that this should also apply to communal areas.**
- (k) **Links** – provide a means for links with and among organisations with common interest in managing, developing and promoting the Barbican landscape.
- (l) **Communications** – ensure that information about the development of the Barbican landscape is fully and accurately communicated to all residents, also ensure that details of how residents can contact GAG are published in the appropriate places

To achieve the aims set out in the Terms of Reference, the necessary and appropriate communications between GAG, the BEO and any other bodies should be set up. “

5 GAG Operational Notes – draft for agreement

The following is a draft for some GAG operational notes, which once agreed in GAG, would be submitted to the RCC for their approval and adoption:

“The following are the guidelines agreed with the RCC for the operation of GAG.

- 15 GAG is set up by RCC as a Working Party.
- 16 There should be 10 residents on GAG, of which 1 resident should be identified in the Minutes as a representative each of the Barbican Wildlife Group, Barbican Allotment Group, Barbican Horticultural Society and Friends of City Gardens.

(not FoCG. Skills audit. To include architectural expertise and understanding of sustainability issues.) Also agreed that residents should serve for a period of 5 years.

- 17 In addition to the residents, there should be a representative of the Barbican Estate Office (BEO) who will chair the meetings, produce the Agenda and the Minutes. In addition, the City Gardens Manager and a working gardener of City Gardens should attend.
- 18 Meetings should be scheduled for the following calendar year.
- 19 There should be 4 meetings a year, evenly spread throughout the calendar year.
- 20 The Agenda for the meeting should be issued at least 7 working days before the meeting.
- 21 Draft Minutes should be issued within 10 working days of the meeting, any comments and changes should be given within the subsequent 7 working days.
- 22 GAG should produce an Annual Report on its activities to present to RCC at its June meeting.
- 23 A list showing all the areas that GAG is concerned with will be prepared and kept up to date.
- 24 GAG will set up inspections by small groups of resident members to ensure that all the areas on the list in 9 are regularly considered and any remedial actions are taken.

(sit underneath the current group inspections and provide opportunity for all residents to be involved via House Groups)

- 25 Lines of communication will be established to ensure that GAG has all the information to comply with its Terms of Reference.
- 26 GAG will ensure that residents are aware of its existence and official communications will be issued.
- 27 GAG will help to arrange residents planting days and other events aimed at engaging residents with their landscape. “

6 Inspection Areas

The following is a list of all the areas on Barbican Estate that need to be considered by GAG

South West

- Thomas More Garden
- Hanging gardens by all weather pitch
- Planters on Mountjoy Highwalk (allotments)
- Planters by Lauderdale Tower
- Planters on Defoe Highwalk
- Planters by Shakespeare Tower (allotments)
- Lake in front of Arts Centre including the berms
- Gardens by St Giles, City Wall remains and towards Barber Surgeons Hall, including the lake

East

- Speed Garden
- Pergola
- East lake with berms, igloo pods and waterfall garden¹
- Planters on Willoughby Highwalk (including those looked after by BHS Members)
- Planters on Brandon Mews Highwalk
- Planters on Speed Highwalk
- Moor Lane “currently missing” street Garden by lift to Willoughby Highwalk
- Moor Lane garden by Andrewes Car Park
- All gardens by Andrewes overlooking Fore Street, including the trees in the car park
- High-level garden connecting Andrewes to Postern

North West

- Beech Gardens (western part)
- Garden between Bryer Court/Bunyan Court and John Trundle Court – White Lion Court
- Garden overlooking Aldersgate by John Trundle Court
- Plinth and small garden at Aldersgate end of ramp - with bas-relief frieze

North East

- Ben Jonson terrace, including 6 allotment planters,
- Beech Gardens (eastern end)
- Frobisher Crescent (Sculpture Court)
- Podium planting around Cromwell Tower and in street level forecourt
- Planters on Breton House Highwalk (some looked after by BHS members)
- Silk Street bed

Fann Street area

- Fann Street Wildlife garden

¹ Subsequently confirmed as NOT part of Barbican Estate gardens

7 Notes on history of GAG

These notes have been prepared using an archive kept by Nancy Chessum who was one of the original resident members. This archive contains the Minutes of all known GAG meetings since it commenced in 2010.

- GAG established in March 2010; 6 residents + Estate Services [Michael Bennett], City Gardens Manager [Open Spaces] and allocated House Officer [Helen Davinson -Chair] [ref. HD email 16 February 2010]
 - The 6 residents include members of established groups which have a strong interest in Barbican Gardens: Barbican Horticultural Society [BHS]; Fann St. Wildlife Garden [established 2004]. In addition, 1 resident member becomes the lead in developing the Allotments
 - Aim is to provide input to technical aspects of garden maintenance process and introduce knowledge and experience of residents who have an interest in gardening issues
 - Agreed remit refers to 2 areas under review related to Gardens: 1] **soft** [landscaping] issues dealt with via GAG; 2] Landscape Strategy Working Party [BRC] dealing with proposals re **hard** landscaping but no progress due to funding
- To start with meetings are every couple of months but settle into 3 or 4 times a year and GAG continues as established until early 2014 with only minor changes to participants e.g. 2012 -an original resident member steps down and FoCG lead joins; 2013 -Louisa Allen joins as new City Gardens Manager; Geoff Rodgers [Head Gardener] attends. All meetings are minuted and include statements of annual priorities [often with costs] until e/o 2013. During the period 2010-2014, GAG achieves:
 - Fann St. Wildlife Garden [BWG] continues to develop with appropriate support
 - An Allotments programme is developed leading to the Barbican Allotments Group being established
 - Contribution to the thinking about savings in Landlord's Budget from a shift from annual bedding to herbaceous/shrub planting
 - Other incremental improvements together with knowledge development which includes understanding beekeeping, nature conservation etc
- In early 2014, RCC strengthens all its Working Parties by:
 - Requiring at least 8 resident members on each
 - Meetings being scheduled 12 months in advance
 - Minutes being circulated within 2 weeks of a meeting
 - WP activities being reviewed by RCC once a year
- As a result, 2 new resident members are appointed to GAG ; the remit for GAG -shown at the start of every Minute from 12 May 2014- is changed [from what has been in place since inception] to what is in use currently; it no longer refers to "secondly". This may be because the BRC Landscape Strategy Working Party identified in 2010 has disappeared -perhaps because of the need to contribute to a renewed focus on the Listed Buildings Management Guidelines -especially the development of Vol IV -Landscape which was subsequently approved in January 2015.
- At the beginning of 2015, 3 of the original resident members of GAG stand down and replacements are sought -especially to increase representation wildlife [BWG] and allotments [BAG]. Resident membership is further increased later in 2015 to 12; 2 new members subsequently stood down and GAG continues in 2016 with 10 resident members, a majority of whom are linked with the other organisations with an interest in the Gardens -FoCG; BHS; BWG; BAG

**Gardens Advisory Group
Resident Members Skills Audit**

February 2017

This short questionnaire aims to collect information about current members and their links and skills. It would be helpful if you would print it out and complete it –as far as possible- and bring it the meeting on 03 February so that the Agenda item can be used to resolve queries and collect the information.

Name:

House:

Date you joined GAG:

Linked organisations –
please tick the ones you
are a member of.

Your GAG-related skills –
please tick those that
apply to you.

Any other skills you
would be willing to
contribute?

Barbican Horticultural Society	
Barbican Wildlife Group	
Barbican Allotments	
RCC	
House Group Committee	
Plantsman/women	
Horticulture	
Wildlife [urban]	
Sustainability	
Gardening [generally]	
Garden/Landscape Design	
Architecture	
Planning	
Communications	
Chairing meetings	
Taking Minutes	
Running a Group	

Anything you would like to add?

Thank you for your help.

Barbican Estate Residents Consultation Committee

Members' Information Pack 2017



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This document was last revised on 24 February 2017.

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.

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:

- Assistant Director, Barbican/Property Services
- Head of Asset Management and Maintenance
- 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. 15

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. 20 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
Revenue Outturn (Excluding the Residential Service Charge Account) for previous financial year Revenue Outturn for the Dwellings Service Charge Account including reconciliation between the closed accounts and the final service charge for previous financial year Relationship of BRC Outturn Report to Service Charge Schedules – RCC Only	September	September
Service Charge Expenditure & Income Account - Latest Approved Budget for current financial year & Original Budget for next financial year Revenue & Capital Budgets - Latest Approved Budget for current financial year and Original Budget for next financial year - Excluding dwellings service charge income & expenditure Annual Review of RTAs	November	December

5.2 Regular reports

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

- “You Said; We Did” actions from previous 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 dependant on the issues 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 has on occasions presented 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 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 via the BEO email broadcast service asking for volunteers and nominations 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 & resident representatives
Asset Maintenance	Head of Asset Management & Maintenance	BEO, Property Services Officers, resident representatives
Background Underfloor Heating	BRC Chair	BEO, Property Services Officers, City Surveyors, resident representatives
Leaseholder Service Charge	Revenue Manager	BEO, resident representatives
Electric Vehicle Charging	Car Park & Security Manager	BEO & 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 installed on the podium walkways - all schemes subject to funding • comment upon levels of maintenance being undertaken by

Working party	Remit
	<p>Open Spaces such as pruning</p> <ul style="list-style-type: none"> provide a steer for the RCC and BRC for new projects and trials e.g. providing allotment spaces - subject to funding
SLA Review	<p>Objectives</p> <ul style="list-style-type: none"> To review the quality and performance of the SLAs (Customer Care, Estate Management, Property Maintenance, Major Works and Open Spaces) that are charged for in accordance with the terms set out in the lease against targets and Key Performance Indicators (KPI) in the appropriate SLA or contract specification <p>This objective will be fulfilled through:</p> <ul style="list-style-type: none"> SLA action plans and KPIs presented quarterly to the SLA Working Party, Residents Consultation Committee (RCC) and Barbican Residential Committee Reviewing service delivery monitoring reports/action plans and KPIs and other comments/complaints raised via House Officers, SLA Working Party, RCC (including pre committee questions), surveys, House Groups, residents general comments Engaging in discussion with officers to understand the processes and policies around achieving the targets and KPIs in the appropriate SLA or contract specification Reviewing a House Officer's decision as 'residents champion' that issues have been resolved Updating and reviewing the SLAs to be presented to the RCC for approval Reviewing the House Officer's decision as 'residents champion' that issues have been resolved Updating and reviewing the SLAs to be presented to the RCC for approval
Asset Maintenance	<p>Aim: To have oversight of and provide comment on the Asset Maintenance of the Barbican Estate.</p> <p>The objective of this is to:</p> <ul style="list-style-type: none"> Maintain the Estate in very good condition, noting its listed status and therefore extend its life. Avoid unplanned costly major repairs and to plan future financial commitments both for the landlord and residents with a view to saving money in the long term and avoiding lumpy expenditure.

Working party	Remit
	<p>These objectives will be fulfilled by:</p> <ul style="list-style-type: none"> • Surveying and monitoring the condition of the structure and exterior, plant and equipment, supply services, windows and doors and making an assessment of their life expectancy so that replacement works can be programmed. • Evaluating historical expenditure and practice and analysing information from current day to day repairs and maintenance systems in conjunction with the asset software systems. • Analysing the validity of the Asset Maintenance plan to ensure that it is comprehensive. • Assessing the assets in terms of their sustainability and energy efficiency. • Monitoring current technology and developments and identifying any opportunities for savings that can be made – for example, whole life cycle costing.
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 (see full Terms of Reference in associated schedule):</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
Leaseholder Service Charge	<p>Objectives</p> <ul style="list-style-type: none"> • To examine Leaseholder Service Charges (LSC) and basis of their calculation, and ensure that information about charges is transparent and is communicated effectively to the RCC and Working Party. • To understand and where possible improve, processes and policies within the BEO that ensure charges made under the LSC provide good value in delivering services as defined in the Service Level Agreement and engage with officers to achieve this. <p>The objectives will be fulfilled through:</p>

Working party	Remit
	<ul style="list-style-type: none"> • Meetings to review financial reports to be presented to the Residents Consultation Committee (RCC) relating to the LSC account. • Review and examine historical LSC expenditure and comparing this with current or planned levels of expenditure. • Reviewing draft budgets for the LSC and discussing with officers the basis on which these estimates have been made. • Engaging in discussion with officers to understand the processes and policies around achieving value for money within the LSC. • Consider whether more forecasting is required and to consider what is and isn't currently forecasted. • Forwarding any relevant comments that may impact on service delivery to the Working Parties of the RCC including the Asset Maintenance Working Party and Service Level Agreement Working Party for comment. • Report annually to the RCC.
Electric Vehicle Charging	<p>Draft – still to be agreed as of February 2017</p> <p>Objectives</p> <p>Purpose of working group is to determine the most suitable options and solutions for introducing electric vehicle charging points to the Barbican Estate car parks. The solution will need to:</p> <ul style="list-style-type: none"> • Meet the needs and requirements of residents charging their vehicles • Be future-proofed to accommodate continued growth in electric vehicles • Be cost neutral for other residents and the BE office • Easy to manage with need for minimal oversight and input from the BE office <p>Key issues to be considered and resolved include:</p> <ol style="list-style-type: none"> 1. What do residents require to support the shift from ICEs to EVs? 2. What is the most suitable infrastructure for the BE? 3. What is the most suitable way of allocating bays to EV

Working party	Remit
	<p>users and charging points?</p> <ol style="list-style-type: none"> 4. What is the best pricing mechanism to recover costs? 5. Use a 6 month pilot or trial period to test out the different models/options. 6. How will it be delivered? 7. What are the timescales? 8. Ensure accessibility of EV bays is considered 9. How will the pilot/trial be monitored and evaluated?

9 Key Performance Indicators (KPIs)

A number of KPIs were set up when the SLAs 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 2016-17

<i>Title of Indicator</i>	<i>Target 2016/17</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	99%
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 block cleaning - good and very good standard	90%
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 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:

<i>Service / account</i>	<i>Proportion funded by RSCA</i>	<i>Comments</i>
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.

<i>Service / account</i>	<i>Proportion funded by RSCA</i>	<i>Comments</i>
Barbican Lakes	50%	50% Barbican Centre
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: to be amended

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

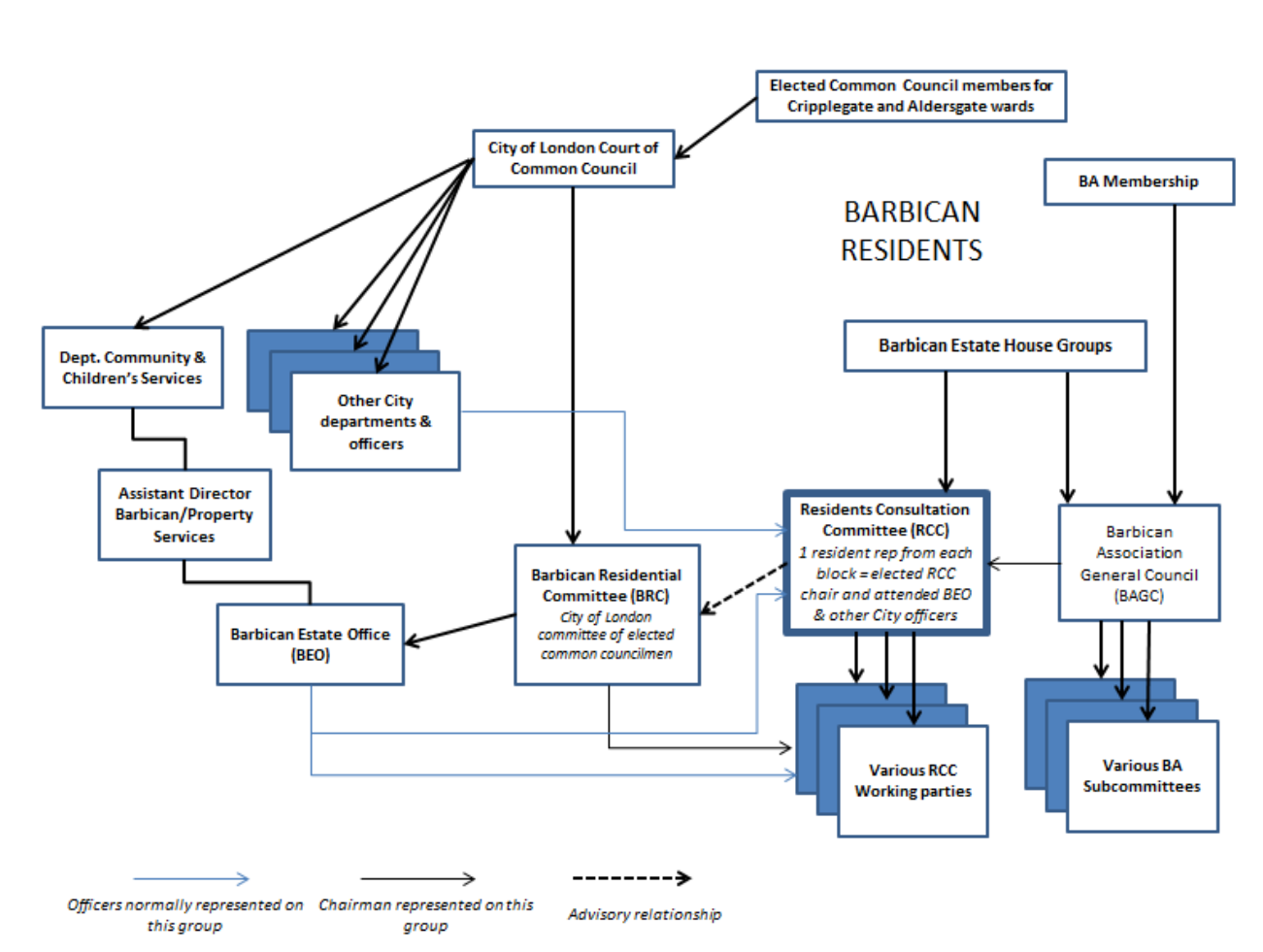


Figure 1 The Barbican RCC in relation to other Barbican Estate management and resident representative structures

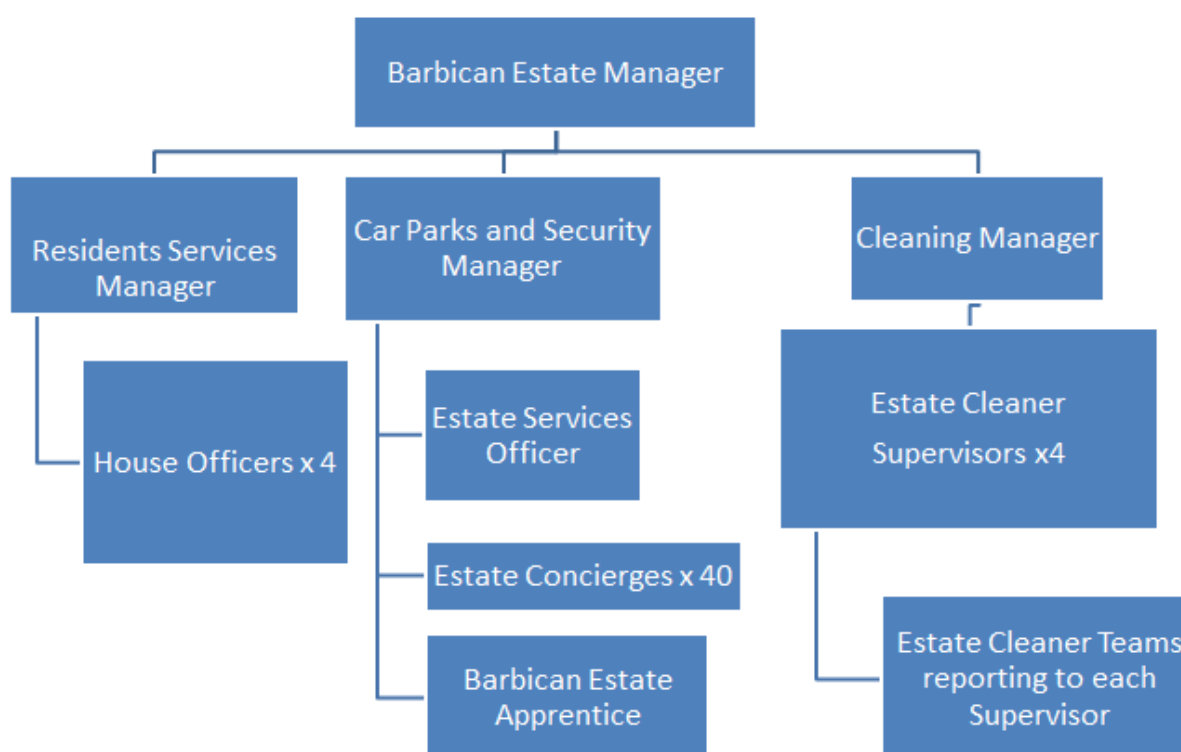
Barbican Estate

Figure 2 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.

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 BEO 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
- Barbican Association Chair
- 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
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 the website: http://www.cityoflondon.gov.uk/services/barbican-estate/services/Pages/service-level-agreements.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
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