

Barbican Estate Governance Review - Terms of Reference

Introduction & Purpose

The Barbican Estate operates with multiple governance bodies. This review will be undertaken by an independent consultant that will assess the effectiveness of the current structure, ensuring compliance with relevant legal and regulatory frameworks while optimising the interaction and efficiency of these bodies. The review aims to establish a governance model that facilitates positive collaboration, minimises duplication of effort, and streamlines decision-making processes.

Objectives

- **Legal & Regulatory Compliance:** Ensure all governance structures comply with leasehold law, Freehold responsibilities, lease agreements and regulatory obligations.
- **Governance Structure:** To propose an overarching governance structure to meet the objectives set out below:
 - i.) **Role Clarity & Efficiency:** Define clear roles and responsibilities for each body to avoid overlaps and inefficiencies and clarification of each stakeholder's decision-making powers (or absence thereof).
 - ii.) **Stakeholder Engagement & Representation:** Ensure leaseholders, residents, and freeholders (Wallside) are effectively represented and consulted in decision-making.
 - iii.) **Accountability & Transparency:** Improve reporting lines, decision-making authority, risk management, and oversight mechanisms to ensure transparency for leaseholders.
 - iv.) **Operational Effectiveness:** Assess the practical functioning of stakeholder groups and make recommendations for improved coordination and communication.

Stakeholders in scope

The review will assess the roles, responsibilities, and interactions of the following stakeholders:

Barbican Association (BA) – A recognised RTA with membership-based representation.

Barbican Estate Office (BEO) – The effective “managing agent” responsible for estate operations.

Barbican Residential Committee (BRC) – A decision-making body composed of elected members (this group takes a steer from the RCC at the start of each meeting)

Freeholder (City of London Corporation) – The overarching legal owner of the estate.

Individual House Groups – Recognised Tenants' Associations (RTAs) representing individual blocks – blocks with unrecognised or informal groups will be in scope if identified & willing to participate.

Leaseholders & Wallside (freehold) – Individual property owners within the estate.

Residents' Consultative Committee and its subsidiary fora (RCC) – A resident advisory body with no decision-making powers.

Town Clerks Department – The governance body of the City of London Corporation.

Key Areas of Focus

- **Governance Structures:** Evaluate whether the existing governance arrangements provide clear leadership, accountability, and effective decision-making and make recommendations accordingly.
- **Roles & Responsibilities:** Review whether the responsibilities of the stakeholders are clearly defined and fit for purpose.
- **Decision-Making Processes:** Assess the efficiency of current decision-making pathways and whether they allow for effective stakeholder input in line with the legislation.
- **Engagement & Communication:** Identify opportunities for improving communication between stakeholders.
- **Operational Streamlining:** Identify duplications in governance efforts and recommend consolidation or process improvements.
- **Barbican Strategy Group (BSG)** – Consider the relationship between the BSG and stakeholders.

Methodology

The independent consultant will conduct their review through the following steps.

1. **Document Review** – Analysis of governance structures, terms of reference, and relevant legal agreements.
2. **Stakeholder Consultations** – Engagement sessions with representatives from all stakeholders.
3. **Leaseholders focus groups** – Engagement sessions with leaseholders/residents.
4. **Benchmarking** – Comparison with governance structures of similar residential estates and best practice.
5. **Findings & Recommendations** – Produce a report outlining any shortcomings in current arrangements and propose governance improvements and implementation plans.

Reporting & Implementation

- A draft report will be circulated to stakeholders for consultation before finalisation.
- The final recommendations will be presented to the Barbican Residential Committee (BRC) for approval with escalation as appropriate.
- Implementation will be monitored through an action plan with clear timelines and responsibilities.

Timeline

From appointment of the consultant, we envisage the review will be conducted over a six-month period, with key milestones including:

- **Month 1-2:** Stakeholder engagement and document review
- **Month 3-4:** Data analysis and benchmarking
- **Month 5:** Drafting and consultation
- **Month 6:** Final report and presentation to BRC

*Timeline subject to full proposal from appointed consultant.

Conclusion

This governance review aims to create a clear, transparent, and effective governance structure that best serves the interests of Barbican Estate stakeholders. By ensuring compliance with the law, leases, streamlining operations, and enhancing communication, the review will provide a roadmap for a governance framework that is fit for purpose, accountable, and resident focused.