

# Barbican Estate Residents Consultation Committee

Members' Information Pack 2014



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## Introduction

### A word of welcome from the RCC Chairman

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

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

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

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

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

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

Tim Macer  
RCC Chairman

## 1 Purpose

The Residents Consultation Committee (RCC) is the main formal channel of communication between the landlord, the City of London Corporation (CoL) and residents of the Barbican Estate on matters relating to Estate services provided to residents and other “landlord and tenant” matters<sup>1</sup>. The Barbican Residential Committee (BRC) is the Committee of the CoL responsible for financial decision-making and determining policy on the Barbican Estate. The BEO is constituted as a division of the Community and Children’s Services Department of the CoL

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

## 2 Representation and Roles

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

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

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

### 3 Terms of Reference

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

#### **Barbican Residents Consultation Committee -Terms of Reference**

1. To be the main formal channel of communication between tenants<sup>2\*</sup> 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.

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<sup>2</sup>See glossary on p. 18 for a full definition of *tenant*.

## 5 Agenda and Papers

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

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

### 5.1 Reports presented annually

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

### 5.2 Regular reports

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

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

### 5.3 RCC Members' Questions

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

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

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

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

## 6 Minutes

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

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

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

## 7 Annual General Meeting

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

### 7.1 Elections of Chairman & Deputy Chairman

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

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

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

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

## 7.2 Annual review

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

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

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

## 8 Working Parties

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

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

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

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

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

The current Working Parties are:



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

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

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

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

## 9 Key Performance Indicators (KPIs)

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

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

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

**Barbican KPIs 2013-14**

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

## 10 Appointment of RCC Representatives

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

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

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

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

### 11.1 Estate-Wide Services and how they are funded

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

The most relevant services and accounts are as follows:

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

<sup>3</sup> Walkway maintenance is funded from the City's budget.

<i>Service / account</i>	<i>Proportion funded by RSCA</i>	<i>Comments</i>
Barbican Lakes	One third	One third Barbican Centre; one third City Parks & Gardens
Commercial tenants	0%	BEO managed on behalf of the City Fund <sup>4</sup>
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.

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

## 12 Related bodies and organisations

### 12.1 Organisation Charts

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

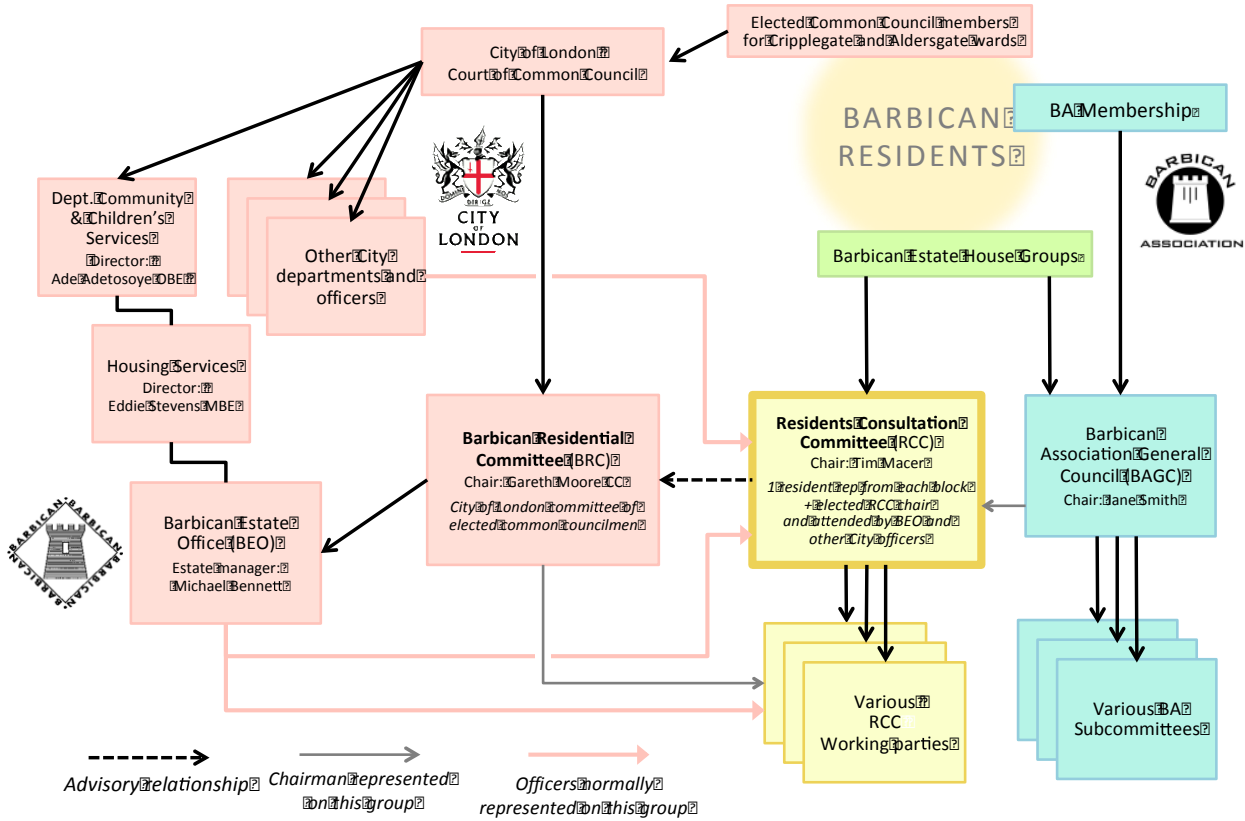


Figure 1 The Barbican RCC in relation to other Barbican Estate management and resident representative structures

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

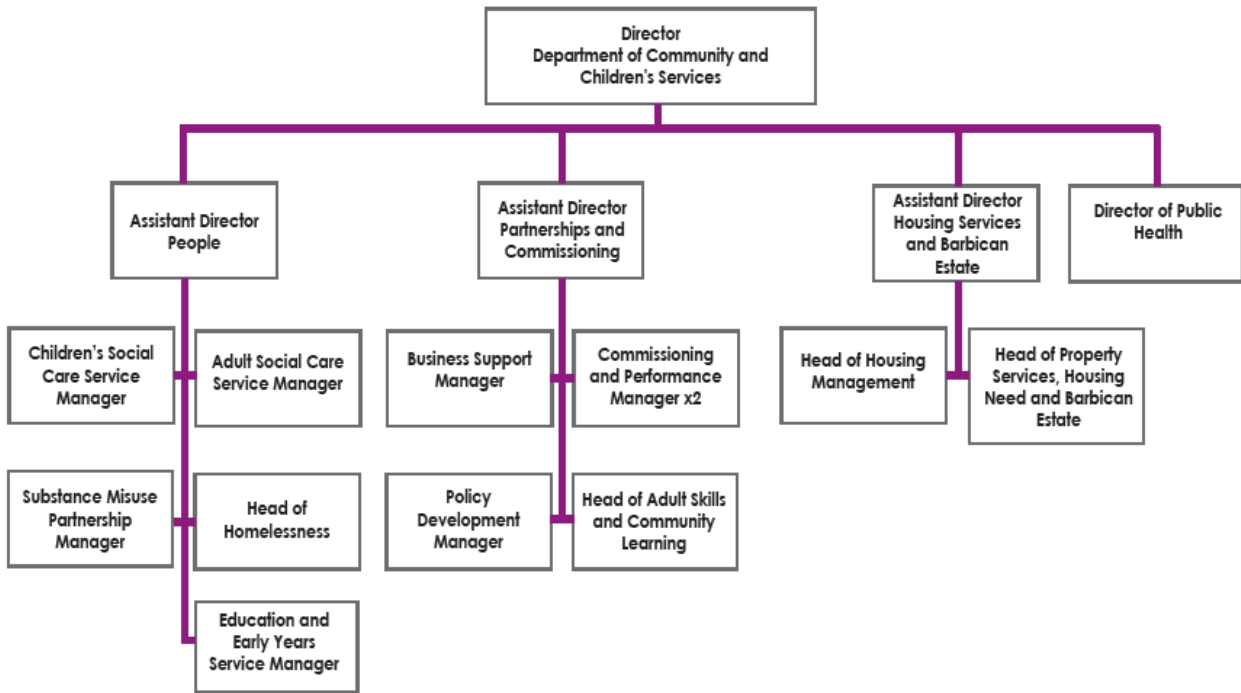


Figure 2 Organisation chart for the CoL Department of Community and Children's Services

**Barbican Estate**

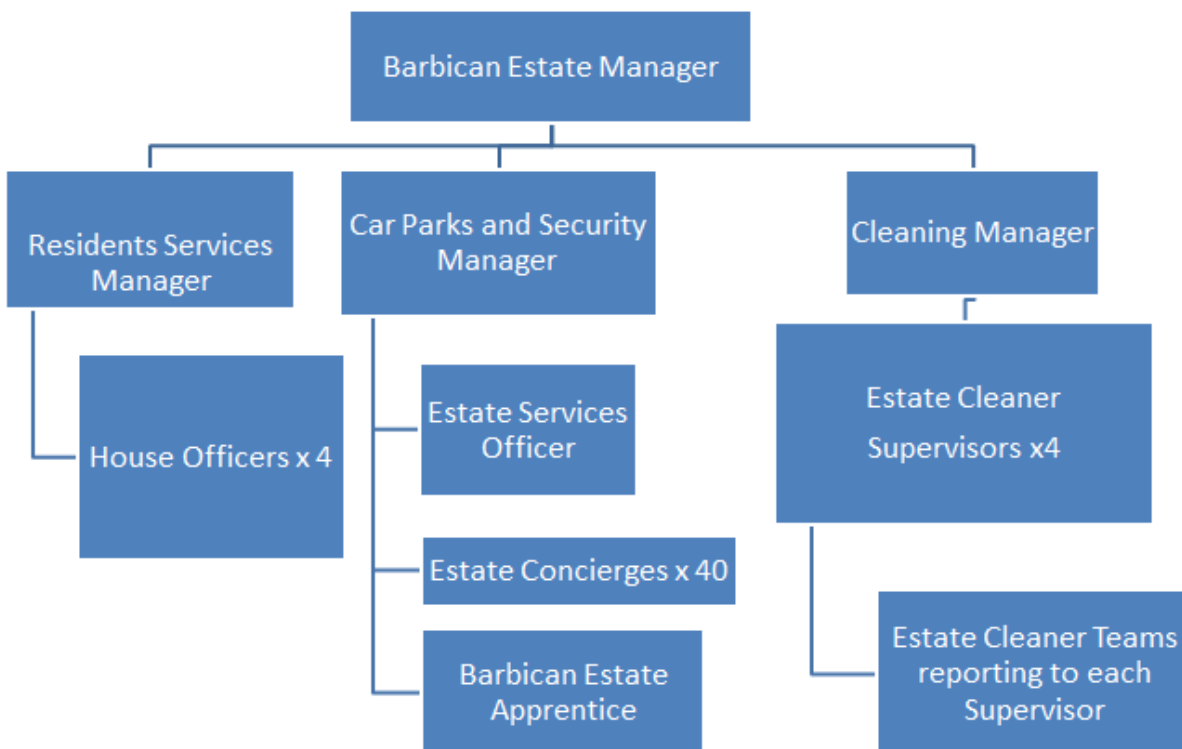


Figure 3 Organisation chart for the Barbican Estate Office

## 12.2 Related CoL Departments

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

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

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

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

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

## 12.3 Barbican Occupiers Users Group

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

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

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

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



- City Surveyors

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

#### **12.4 Relationship to the Barbican Association**

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

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

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

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

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

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

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

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

## 13 Glossary

AGM	Annual General Meeting – the principal meeting of a committee or body at which elections normally take place
BA	Barbican Association, residents’ association for the Barbican Estate
BAGC	Barbican Association General Council – the BA’s governing committee
BEO	Barbican Estate Office, provider of residential and other estate management services to the Barbican Estate
BOUG	Barbican Occupiers Users Group – a consultative group of commercial and other non-residential occupiers of the Barbican Estate
BRC	Barbican Residential Committee –committee of the CoL responsible for policy and financial management of the Barbican Estate
CoL	City of London Corporation, landlord to the Barbican Estate and also provider of local authority services to the City of London
DBE	Department of the Build Environment, a Department of the CoL responsible for planning, highways, transport and City walkways
KPI	Key Performance Indicators – a set of measures used to evaluate the effectiveness of service delivery, as defined in the SLA
RSCA	Resident Service Charge Account – the fund into which the service charge is paid and which funds resident services provided by the BEO.
RTA	Recognised Tenants’ Association – a residents’ association that satisfies local government legislation
RCC	Barbican Estate Residents Consultation Committee – an external committee of the CoL composed of resident representatives from the Barbican Estate
SLA	Service Level Agreement – statement of the minimum specification of services and standards that residents can expect as agreed by the RCC and BRC in 2005 and laid out in the SLA booklet, which can be downloaded from <a href="http://bit.ly/BbcansLA">http://bit.ly/BbcansLA</a> or by going to <a href="http://www.cityoflondon.gov.uk/services/housing-and-council-tax/barbican-estate/resident-information/Pages/Service-Level-Agreements-SLAs.aspx">http://www.cityoflondon.gov.uk/services/housing-and-council-tax/barbican-estate/resident-information/Pages/Service-Level-Agreements-SLAs.aspx</a> .
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