

Barbican Estate Office
Service Level Agreements
September 2005



Our Customer Care Charter

Correspondence (including emails):

- Answer letters and emails with a full and satisfactory reply, with suitable urgency and *within 10 working days*
- Where it may take longer than 10 working days to research and provide a full answer, provide an acknowledgement *within 5 working days* with the contact name and estimated timescale for a full reply

Telephone Calls:

- Respond to telephone calls courteously and promptly i.e. *within 5 rings*
- Provide a full response where possible or arrange for the appropriate person to contact the caller *within 1 working day*
- Provide the name of the person answering and, if appropriate, of the person who will respond or should be contacted in future
- Retain ownership (except where this would be inappropriate) and ensure an appropriate response rather than simply transferring the call to another person

Personal Callers:

- Provide a welcoming environment for visitors to the BEO
- Provide a helpful and courteous service to all visitors *within 5 minutes* of arrival or keep them informed at similar intervals if they are likely to wait longer
- Keep all appointments promptly

Estate Inspection:

- Daily inspection of communal parts of the Residential Estate by the House Officer
- Report and monitor repairs and other matters identified through inspections to the Repairs Line

Complaints:

- Comply with the timescales in the Complaints Procedure
- Resolve complaints where possible within 10 working days and otherwise as quickly as possible

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Dear Residents

The Barbican Residential Estate is the heart of the Barbican development which includes the Barbican Arts Centre, the Guildhall School of Music and Drama and the City of London School for Girls.

The ballot on the future management of the estate in May 2003 resulted in the establishment of the Residents Consultation Committee. One of its' first objectives was the development of service level agreements which describe the services currently provided and included in residents' service charges.

We are pleased to provide you with a copy of the service level agreements which have details of the five key agreements which have been developed by the Barbican Estate Office in consultation with residents.

These agreements underpin the services which are managed by the Barbican Estate Office and set out key performance targets which will be reported on a quarterly basis to the Residents Consultation Committee. The performance against these targets will highlight any areas of concern and will enable the targeting of resources.

The establishment of clear timescales and targets will promote accountability with service providers and assist with the development of strategies to improve performance for the benefit of residents.

Whilst service level agreements are an essential tool in promoting service improvement, it is the focus of officers on the quality of service delivery which will make the difference. The primary contact for residents will be the House Officers, who will provide a proactive element to highlight and resolve any service provision concerns prior to them becoming an issue.

In the next year work will be focused on developing key performance indicators and performance monitoring data for presentation to residents. By October 2006, each of the service level agreements will be reviewed and any variations or amendments implemented in consultation with the working parties and the Residents Consultation Committee.

We would like to thank all members of the working parties who have been involved in the development of the service level agreements. We would also like to thank the House Groups involved in the pilot as their feedback was essential in the development of the role of the House Officers.



Richard Morrison
Chairman
Residents Consultation Committee



Alderman Michael Bear
Chairman
Barbican Residential Committee

1. Mission Statement

The aim of the Barbican Estate Office is to maintain the Barbican Estate as a prestigious residential district within the City of London through effective management and efficient service delivery.

2. The Barbican Estate Office and its services to residents

All services to residents are delivered through a dedicated management organisation, the Barbican Estate Office (BEO), which has a dual role - as client for the commissioning of services and as first point of contact for residents for the services it provides and for customer care.

The Barbican Residential Committee (BRC) is the Committee of the Corporation of London that determines policy on the Barbican Estate. The Residents Consultation Committee (RCC) with representatives from both the Corporation of London (COL) and the residents is the main formal channel of communication between the landlord and residents. Residents of the estate are either long lessees or tenants who rent their property from the COL on a short term basis.

The BEO is a division of the Community & Children's Services Department of the Corporation of London. It is assisted in the provision of the services described in this document by the Technical Services Division (TSD), the Department of Open Spaces and by other departments of the COL with whom internal service level agreements apply. Services are delivered by directly employed staff and by specialist contractors employed in conformity with the Corporation's procurement regulations

This booklet contains details of the Service Level Agreements (SLAs) covering five service areas administered by the BEO. They have been drawn up in conjunction with the RCC to provide residents of the Barbican Estate with a statement of the minimum specification of the services and standards they can expect. It is the aim of the BEO to exceed these minimum standards whenever possible.

The services covered by these SLAs are charged for in accordance with statute and terms set out in the lease for each property. The majority of the costs are included in paragraph four and the fifth schedule of the lease.

The five service areas are:

- A. Customer Care, Supervision and Management
- B. ESTATE MANAGEMENT
- C. PROPERTY MAINTENANCE
- D. MAJOR WORKS
- E. OPEN SPACES

3. Quality & Performance

The BEO will measure the quality and performance of all services to ensure the maintenance of high service standards. This will be achieved through the inspection and assessment of service delivery by the House Officers against targets set out in the appropriate SLA or contract specification.

Performance information is collated monthly and reported at agreed frequencies to the BRC and to the RCC at the scheduled meetings.

The House Officers will issue service delivery monitoring reports, including action points and timescales, to appropriate managers, officers or contractors to ensure that targets set out in the SLAs and contract specifications are met.

Residents are regularly consulted on an individual basis through satisfaction surveys. Consultation is also undertaken with residents through the recognised consultative bodies, the House Groups and the RCC.

Accurate performance data are maintained by the BEO and available to residents on request or via the Corporation of London's internet site on:

<http://www.cityoflondon.gov.uk/Pages/default.aspx>

4. Enquiries & Complaints

All enquiries should be directed to the appropriate contact at the BEO.

Complaints about services should be addressed to the designated House Officer at the BEO, for logging, in the first instance. These will be disseminated to the appropriate officer for resolution.

Complaints will be analysed on a quarterly basis to identify if there are any underlying trends or issues. If complaints cannot be easily resolved, residents are able to use either the Corporations' dispute resolution or the formal complaints procedures. Details of the complaints and disputes resolution procedures can be found on the Barbican Estate section of the Corporations of London's website www.cityoflondon.gov.uk/BEO.

5. Service Review

All services are subject to periodic reviews as identified in each SLA and will at least be in accordance with the Corporation's statutory duty to achieve 'Best Value'.

An annual performance review shall be conducted by the BEO and the SLA working parties. In addition the BEO, the RCC and the SLA working parties shall look to review and improve the SLAs and they may be varied by agreement.

Elements of the services may be expanded to meet the needs of individual House Groups. These will be identified and discussed by the House Groups and the House officers.

6. Services Level Agreements

A. Customer Care, Supervision and Management

The BEO recognises that residents are its customers and is committed to delivering a high quality and responsive housing and estate management service. The BEO will achieve this through: the employment of helpful and competent staff, who are well organised and motivated; robust performance monitoring systems via the House Officers; the provision of appropriate facilities; effective procurement and management of services; efficient administrative and accounting services; and effective planning, scheduling and prioritisation of works.

The BEO will

- ensure a safe and secure environment for residents through the supervision of effective repairs and maintenance services
- maintain security and concierge services at a high level through the supervision of the Car Park Attendants and Lobby Porters

- maintain standards through close liaison and consultation with residents, both formally and informally
- provide value for money by close internal scrutiny of costs, whether these represent funds disbursed for goods and services, or internal allocations of cost arising out of time spent as recorded in timesheets
- provide clear, timely and accurate information in relation to amounts of time spent on activities charged to the Service Charge Account
- provide residents with the information reasonably required to assess the value for money in respect of all costs, whether direct service costs or indirect costs¹, which are included in the service charge
- Provide residents with performance monitoring data as set out in the SLAs

Customer Care, Supervision and Management services are grouped under the following 5 headings:

(i) Resident Services

These include:

- Appropriate advice and information services through the BEO and the TSD
- The monitoring of performance and the provision of data on key performance indicators
- Dealing with leasehold and tenancy queries
- Service charge and rent queries and advice
- Resident liaison and consultation (both formal and informal)
- Dealing with Car Park and Baggage Store enquiries
- Holding resident keys to be issued to named individuals by the BEO. The construction and layout of the Barbican Estate sometimes requires that contractors and other service providers such as cleaners need to gain access to private property to carry out works or undertake other services. Residents may grant a 'key permission' to the BEO to allow it to issue keys to named individuals. Residents should ensure that their home insurance covers such an arrangement, as the BEO cannot accept insurance liability for any loss or damage caused.

Services listed are indicative and are not meant to be exhaustive.

(ii) Buildings Management

These include:

- Estate inspections
- Providing a secure estate and controlling access
- Surveying services (works and services costs are included in the relevant SLAs)
- Procurement and management of contracts (works and services costs are included in the relevant SLAs)
- Asset management

¹ Indirect costs are incurred through the provision of services and advice to the BEO by other departments of the COL. The BEO has established a number of internal SLAs with other Corporation departments to ensure that the BEO can fulfil its obligations to residents in an efficient and effective manner.

(iii) Financial Management

These include:

- Overall management of the revenue and capital finances associated with the management of the Residential Estate
- Audit arrangements
- Revenue collection – rents, service charges and other income
- Payment and arrears recovery arrangements
- Payments to suppliers

(iv) Administration and Legal

These include:

- Payroll services
- Personnel management
- Purchasing
- Landlord's consents, Lease assignments

(v) Information and Communication Technology

These include:

- Purchase or lease and maintenance of computer hardware and software
- Purchase or lease and maintenance of telephony equipment
- Telephone call charges
- Support services for computer and telephony

Performance against appropriate and agreed targets will be monitored and reported to residents through the RCC at the scheduled meetings.

The Customer Care, Supervision and Management SLA's performance is measured through:

- Close monitoring by House Officers of achievement against a series of local departmental and statutory performance targets, including those in the Departmental Business Plan
- Joint inspections with House Group representatives by House Officers
- House Officers issuing service delivery monitoring reports with actions and timescales to managers, officers and contractors
- House Officers monitoring deficiencies in service levels which have been identified by residents or their representatives
- Compliance with Corporation standards and procedures
- Compliance with the performance standards indicated in our Customer Care Charter
- Consistency of staffing cover for Estate based services
- Levels of staff turnover and vacancies/temporary cover
- Levels of staff sickness
- Regular spot checking by line managers for Estate based services
- Comparison of estimated to actual service charges (annual report)
- Budget comparison of actual against forecast income and expenditure
- Telephone call charges overall and as an average per call (by landline and by mobile)

- The analysis of Resident satisfaction surveys
- The analysis of complaints
- Management of Major Works programmes to time and cost targets
- Management of buildings as set out in the SLAs for Estate Management, Property Maintenance, Major Works and Open Spaces

B. ESTATE MANAGEMENT

The BEO provides the following Estate Management services to residents. These are delivered by staff employed directly by the Corporation or by approved contractors engaged in accordance with the Corporation's service procurement policies.

The objective of the service is to provide a clean, safe and secure environment for residents and their visitors. This is achieved by a team of tower block Lobby Porters and Car Park Attendants and a team of cleaners carrying out a programme of scheduled and reactive cleaning, refuse collection services and through a window cleaning contract.

(i) General cleaning services

Cleaning services apply to all common parts of all residential blocks and are undertaken on the working days Monday – Friday by directly employed staff unless a variation has been agreed. They will undertake the following tasks at the stated frequencies:

Activity	Frequency*
Collect refuse from all flats & distribute replacement sacks & bags	Daily by noon
Clean bin, compactor skip & recycle bin areas	Daily
Clean lift lobbies, entrance lobbies & entrances from car park, ground & podium levels including internal glass & fittings & external lift door surfaces	Daily
Clean lift floor, walls, lift control panels & mirrors	Daily
Internal mail delivery	Daily (once)
Report faulty locks/door closures, broken windows, graffiti in common parts	Daily
Report faulty lights in common parts	Daily
Clean Play areas	Daily
Sweep and mop communal lobby stairs, dust banisters & ledges	Weekly
Vacuum carpets	Weekly
Vacuum lift thresholds, clean and polish lift brass thresholds	Weekly
Deep clean lift control panels & external lift door surfaces on levels above podium	Weekly
Clean entry phone panels, hand push door panels & all stainless steel	Weekly
Clean marks off interior glass and walls	Weekly
Stocktake & materials delivery	Weekly

Activity	Frequency*
Clean doors (including doors to flats), frames & window ledges, door panel ledges & utility cupboard doors & doors to fire escapes	Monthly
Sweep & mop fire escape stairs	Monthly
Sweep & clear balconies in communal areas	Monthly
Clean baggage store areas & remove dumped items	Monthly
Maintain & update communal House Group notice boards	As required
Shampoo carpets	As required
Strip & seal tiled areas as required following consultation with the House Group	As required
Clean cobwebs especially above entrance levels in blocks	As required
Empty and clean cigarette ash bins (Towers only)	As required
<i>Cleaning teams also clean car park areas, lakeside and podia areas under BEO control on a scheduled basis and salt, grit and clear snow and detritus as necessary.</i>	

** Frequency Definitions*

'Daily' means Monday to Friday (plus Saturday and/or Sunday where variation agreed)

'Weekly' means once in any working week

'Monthly' means once per calendar month

'As Required' means regular inspection and appropriate action will be undertaken.

Cleaners also undertake the following unscheduled tasks:

Unscheduled Tasks
Assistance with deliveries of bulky items to residents' homes
Emergency cleaning tasks eg floods, hygienic cleaning to remove health risks
Removal of bulk rubbish & household items is carried out "free of charge" by direct contact with the Corporation's Cleansing Services but there is a charge for this service through the BEO
Removal of graffiti
Replacement of damaged window boxes provided by the BEO
Fixing protective curtains in lifts as requested & removing them when no longer required

A Pigeon service is carried out by contractors weekly to control pigeon nesting and by the Harris Hawk service to control pigeon numbers.

(ii) Window Cleaning Services

The BEO delivers window cleaning services through two specialist contractors each of whom is responsible for the service to approximately 50% of the estate.

Window cleaning tasks will be carried out at the following intervals:

Item	Frequency
<p>Each external glass face of flats' –</p> <ul style="list-style-type: none">▪ Windows and doors▪ Both faces of privacy screens, balcony screens and glazing in communal areas	<p>All to be cleaned –</p> <ul style="list-style-type: none">▪ once every 6 weeksor▪ once every quarter, where abseiling is required

Contractors will be on site between 8.30 a.m. and 4.30 p.m. (Monday to Friday) but will not enter balcony areas before 9.00am. Contractors will obtain key permissions where appropriate where access is required or make access arrangements with individual residents, as required.

Contractors will carry out annual health and safety testing of security eye-bolts and will make a report to the BEO. All safety certificates are held by the BEO.

(iii) Parking, Security & Concierge Services

The BEO will provide residents with controlled access to, and safety and security within, residents' car-parking areas on a 24-hour, 365-days per year basis.

Uniformed Car Park Attendants will maintain security through:

- preventing unauthorised access by pedestrians or vehicles
- patrolling garage areas
- maintaining an up-to-date incident log
- monitoring common areas via CCTV (where installed)
- controlling access and keys to secure areas

Car Park Attendants will also be responsible for:

- ensuring the correct parking of vehicles within the garage areas and the allocation and ticketing of temporary parking
- supervising the proper use of wash-bay equipment
- reporting any defects within the garage areas, including lighting, to the Repairs Line at Technical Services for repair
- ensuring that the Boxes are clean and tidy

Car Park Attendants for the terrace blocks will provide concierge services from a box close to the residents, typically underneath the residential block. This service will include:

- recording & reporting complaints and requests from residents
- monitoring the progress of any repairs reported

- reporting any incidents of criminal activity including breaches of security
- assisting visitors and residents with guest parking and directions
- receiving and holding residents' parcels and messages for collection at the Attendants' work station and reporting emergency incidents or accidents, including people trapped in lifts, to the duty manager for immediate action

(iv) Lobby Porter Services

This is the provision of a lobby-based security and concierge service for residents of the three tower blocks. This service will provide residents with a secure environment and assistance consistent with a concierge service all day every day.

They will maintain security and proper use of common parts by:

- preventing unauthorised access
- maintaining an up to date incident log
- monitoring of alarm and CCTV systems
- managing usage of forecourt areas
- controlling access to secure areas

Lobby Porters will also provide a means of communication between residents and the BEO by:

- recording and reporting complaints and requests from residents
- reporting any incidents of criminal activity
- reporting any defects within public areas, including lighting, to the Repairs Line at Technical Services for repair
- monitoring the progress of any repairs reported

Lobby Porters will provide concierge services and also be responsible for:

- ensuring that Lobby areas are kept clean and tidy
- reporting litter immediately outside of the towers to the podium cleaners
- receiving and holding residents' parcels and messages for collection at their work station
- assisting visitors and residents with guest parking and directions and reporting emergency incidents or accidents, including people trapped in lifts, to their duty manager for immediate action
- the facilitation of the postal and parcel delivery
- controlling the use of the lifts by the postman, removal contractors and building contractors, including the use of protective curtains

(v) Out Of Hours Emergency Service (Monday to Thursday 5.00p.m. to 9.15a.m. and 5.00p.m. Friday to 9.15a.m. Monday

The duty on-site Engineer will be responsible for providing the out-of-hours estate management function including attendance at emergency incidents, including lift trappings, and dealing with incidents of nuisance. (On-site staff will be available on a shift basis, 24-hours a day, 365 days per year).

Performance against appropriate and agreed targets will be monitored and reported to residents through the RCC at the scheduled meetings. Accurate records of call-outs, and health & safety certification will be maintained by the TSD on behalf of the BEO.

The Estate Management SLA performance is measured through:

- Compliance with Corporation standards and procedures
- Accurate parking bay allocation records
- Defects and incident reporting records
- Complaints monitoring records
- Records of cleaning frequency and adherence to publicised cleaning schedules
- Exception reports
- Consistency of staffing cover*
- Regular spot checking by line managers
- Adherence to published window cleaning schedules
- The use of annual Resident satisfaction surveys
- Close monitoring by House Officers of achievement against a series of local departmental and statutory performance targets, including those in the Departmental Business Plan
- Joint inspections with House Group representatives by House Officers
- House Officers issuing service delivery monitoring reports with actions and timescales to managers, officers and contractors
- House Officers monitoring deficiencies in service levels which have been identified by residents or their representatives

* In cases of absences of staff due to agreed leave or sickness absence a variation from the agreed performance standard may be implemented on a temporary basis by the line manager.

C. PROPERTY MAINTENANCE

The BEO will provide a general diagnostic and repair service for the fabric and common parts of the residential areas of the Barbican Estate. The services provided fall into the broad categories of planned maintenance or reactive repairs and maintenance and will be delivered by staff employed directly by the Corporation or by approved contractors.

The objective of the service is to provide an effective property maintenance service by maintaining the high amenity of communal areas, safe and reliable lift services, appropriate seasonal heating to all homes, a safe and hygienic waste disposal system and ensuring that all installations and equipment are maintained and conform to current safety standards and legislation.

Planned maintenance programmes will include, but are not confined to:

- yearly and five yearly inspections of electrical installations
- annual testing and inspections of fire and safety equipment and security cameras
- inspections of all cold water storage tanks in common parts

- asbestos management in common parts

(i) Reactive repairs will be undertaken as the need arises and will generally fall into one of the categories shown in the table below:

Reactive Repairs Services		
Category	Description	Eligibility*
Plumbing	Repairs to the common water supply i.e. from the mains to individual flat stopcocks, together with drainage from common stacks to the main sewer.	Common Areas, Leasehold & Tenanted Properties
Drainage	Routine clearance and de-scaling of roof and balcony drains (annual programme) and the clearance of blockages on a reactive basis	Common Areas
Carpentry	General repairs to external windows and doors and, replacement of same as necessary	Common Areas, Leasehold & Tenanted Properties
Balcony and Roof Repairs	Repair to balcony and roof felt and replacement of broken slabs	Common Areas
Water Penetration	Remedial repairs where penetration has occurred from common services / balconies / roofs	Common Areas, Leasehold & Tenanted Properties
Water Penetration	Follow up redecorations following water penetration	Common and Tenanted Properties only
Redecoration	Redecoration of common areas as necessary between cyclical redecoration programmes	Common Areas
Metalwork	General repairs to common doors, door closers, balustrades and privacy screens	Common Areas
Glazing	Replacement of defective double-glazed, sealed units to flats eg cracks in external glazing, defective vacuum seals	Leasehold & Tenanted Properties only
Glazing	Other broken glazing and privacy screens	Common Areas
Fire Equipment	Annual (rolling programme) testing of all fire equipment. Repair and replacement, as necessary.	Common Areas
Lightning Conductors	Inspection and repair of any defects	Common Areas
Security	Repair or replacement of defective equipment	Common Areas
Electrical	Repairs to electrical services and equipment	Common Areas and Tenanted Properties only
Entry-phones	Repairs to entry-phone systems and handsets.	Common Areas, Leasehold & Tenanted Properties
Heating	Specialist repairs to heating mats, cabling and controls, repair and replacement of storage heaters where provided by the BEO	Common Areas, Leasehold & Tenanted Properties
Lift Doors	Painting of External lift doors	Common Areas
Ventilation	Repair and replacement of ventilation fans, window vents and cleaning of ventilation extractors	Common Areas, Leasehold & Tenanted Properties

**Eligibility Definitions*

'Common Areas' mean those areas that are accessible to all residents

'Leasehold Properties' mean those flats that are sold on a long lease

'Tenanted Properties' mean those flats that are rented from the COL on a short term lease

(ii) General Repairs will be carried out in accordance with the types, eligibility (by tenure) and priorities described in the Residents' Information Pack. The repairs priority scheme is set out below:

Repair Category	Response Times within
Category 1 - Urgent Repairs necessitated by an imminent threat to the health, safety and security of residents, visitors or staff. This category includes such items as making safe any exposed electrical wiring or broken glass in communal areas, clearing blockages or repairing leaks that are causing flooding.	1 working day
Category 2 – Intermediate Repairs requiring attention to maintain the high standards of security, safety and comfort of residents, visitors and staff but which do not pose an imminent threat to health, safety nor security. This would include such items as repair or replacement of defective security equipment, repairs to entrance doors, etc. so long as these defects do not pose an imminent threat to the health, safety and security of residents, visitors or staff.	3 working days
Category 3 - Non-urgent Repairs to items or fittings not requiring an urgent response for health, safety or convenience reasons. Such as additional works following urgent repairs requiring components or materials to be ordered such as general carpentry or metal works.	7 working days
Category 4 - Low priority All other works such as cosmetic repairs to communal areas necessitated by wear and tear or repairs undertaken under other categories or those required to restore communal facilities to the recognised high amenity standards. These would include decorations necessitated by other repairs and routine maintenance tasks.	28 working days

(iii) On-site Engineers will be available on a shift basis 24-hours a day, 365 days per year and will be responsible for the initial diagnosis of faults and will, where possible, carry out immediate repairs in the following services provided to residents:

Service	Response Times Within
Heating systems	Total Loss – 24hrs partial loss - 3 working days
Lighting - Lamps	Where additional area lighting present - 7 working days Where no additional lighting present- 1 working day
Lighting - Fittings	Where additional area lighting present – 28 working days Where no additional lighting present – Temporary Lighting will be installed
Ventilation system failure	7 working days
Lifts	24hrs
Entry phones	7 working days
Garchey maintenance	24hrs (during working week only)

In addition, the on-site Engineer will be responsible for:

- the monitoring and adjustment of heating systems to include individual heating adjustments and overall heating outputs
- dealing with emergency call-outs, including lift trappings, and any follow up work required
- drafting works specifications in co-operation with specialist officers in the TSD
- supervision of specialist contractors when on site and as required
- the testing and inspection of fire and safety equipment and security cameras under an annual rolling programme

(iv) The Garchey Maintenance Team will provide a set work programme of scheduled maintenance tasks and a reactive repair service to residents when required. The table below indicates the specific maintenance tasks to be undertaken:

Scheduled Tasks	Frequency
Supervision of rolling programme of contract cleaning of 150 Garchey pits	Daily & Quarterly
Maintenance, servicing and inspection of associated plant	Quarterly& Annually

Garchey engineers will be available to attend to problems within flats between 8.00 a.m. and 4:00 p.m. (Monday to Thursday) and between 8.00 a.m. and 3.30 p.m. (Friday). The Garchey Manager is also available 'out of hours' and at weekends in case of emergencies.

(v) Lift Maintenance & Repair Services will be undertaken by a specialist contractor who will:

- provide lift repair and maintenance services with 24hr coverage, 365 days per year
- provide a lift engineer on site during normal working hours to carry out a rolling programme of routine safety and insurance inspections together with repair and maintenance tasks
- provide a response to lift trappings and lift failures. (The on-site Engineer will provide an initial response to 'out of hours' incidents)
- carry out emergency repairs as necessary and arrange and supervise any follow-up action

(vi)Lift Service Monitoring - Lifts will be monitored remotely through the Electronic Monitoring System (EMS), which provides information on service intervals, repair times and contractor performance. Incidents involving health and safety concerns or where persons are trapped in lifts will be dealt with as emergencies and have a (non-contractual) target response time of 30 minutes.

General lift failures, where alternative lifts are available, will be attended to within 24 hours, or earlier, at the discretion of the on-site Engineer.

The table below shows the inspection, testing and repair elements of the contract specification:

Task	Frequency
Carry out cyclical safety and maintenance inspections for each lift installation as detailed in the contract and at the intervals shown	4 weekly 12 weekly 24 weekly Annual
Provide written reports to the Corporation for each inspection	As above
Replace defective parts at no extra cost (vandalism and misuse excluded)	As required
Carry out periodic insurance inspections and provide written reports	Periodic- schedule subject to change
Carry out routine maintenance of each lift at specified intervals	Rolling programme
Undertake lift car inspections and report and arrange works to correct any defects	Bi-annual

(vii) Background Heating - The Corporation, in its role as Landlord, will provide electric under-floor heating during the “heating season” which runs from 1 October to 30 April.

The system is designed to provide heating to 15.6°C/60°F where external temperatures are down to 1.7°C/35°F. If external temperatures fall below this level the target internal temperature target may not be reached.

Energy inputs need to be consistent to maintain the efficiency of the system. There is a standard 9-hour off-peak charge period, which is augmented with a further 4-hour charge at off-peak rates, as required.

(viii) Health, Safety and Security – This category covers minor projects undertaken to ensure compliance with current health and Safety standards. i.e. replacement of emergency lighting batteries or relining of water tanks.

(ix) Furniture & Fittings – Replacement of carpets in common areas will be undertaken through a rolling programme agreed in consultation with residents through individual House Groups. Repairs will be undertaken in accordance with the Property Maintenance SLA.

The BEO will maintain accurate records of defects and incident reporting, complaints, call-outs, system performance and health & safety certification and these will be available for inspection by residents on receipt of a written request.

Performance against appropriate and agreed targets will be monitored and reported to residents through the RCC at the scheduled meetings.

The Property Maintenance SLA performance is measured by:

- Compliance with Corporation standards and procedures
- Post-inspection of a minimum of 10% of repairs and maintenance work carried out by contractors
- The monitoring of lift performance and contractors’ onsite attendance through the EMS system
- The monitoring of Background Heating system performance
- The use of annual Resident satisfaction surveys
- Close monitoring by House Officers of achievement against a series of local departmental and statutory performance targets, including those in the Departmental Business Plan
- Joint inspections with House Group representatives by House Officers
- House Officers issuing service delivery monitoring reports with actions and timescales to managers, officers and contractors

- House Officers monitoring deficiencies in service levels which have been identified by residents or their representatives

D. MAJOR WORKS

The BEO and the TSD on behalf of the BEO will provide Major Works' services either directly or through a sub-contractor for the necessary maintenance and improvement of the fabric of the Barbican Estate. The BEO and the TSD on behalf of the BEO will supervise and monitor the performance of the service and be the point of contact for the purpose of consultation.

The objective of the service is to deliver projects improving the fabric and standards of the Barbican authorised by the BRC within budget and timescale providing value for money whilst ensuring that all works conform to current safety standards and legislation and that residents are informed of the effect on service charges of Major Works.

Major Works are undertaken on a rolling programme and cover the following categories:

- Structural works
- Interior & Exterior Cyclical Re-decoration
- Health, safety and security
- Feasibility studies concerning decommissioning/replacement/repair. Current projects include the Garchey waste disposal system, underfloor heating, lifts
- Development of outline specifications
- Consultation with residents
- Tendering procedures
- Contract Management

(i) Consultation with residents

In addition to the requirements of this SLA, the Corporation is obliged to consult with and inform residents of the costs and scheduling of capital and programmed works in accordance with Statute and the terms of the lease.

All major programmed works will be subject to an initial evaluation process the commencement of which is reported to the RCC for recommendation and the BRC for approval. Following the initial evaluation, an Evaluation Report, including an estimate of costs and an outline brief, will be presented to the RCC for consultation prior to submission to the BRC and (if approved) the commencement of the Statutory consultation process with residents and leaseholders under Section 20 of the Landlord and Tenant Act 1985 (as amended by Section 151 of the Commonhold & Leasehold Reform Act, 2002. Section 20 applies to all affected leaseholders where one leaseholder's charges exceed £250. The programme of works is included in the 'out-turn report' which the RCC sees before it is approved by the BRC.

(ii) Project Development Process

The project development process is outlined in the table below. Statutory consultation (Section 20) stages are indicated by shading:

The Project Development Process		
Stage	Process	Method
Project initiation	Works identified / Identified Resources bid initiated	Internal report
Pre-evaluation	Technical assessment/Pre-evaluation Report to BRC/RCC	Committee Report
Consultation #1	Consultation will take place during the project design and evaluation process as appropriate	Meeting
Evaluation	Evaluation Report & costs estimates to BRC/RCC for approval	Committee Report
Planning/Listing	Permissions sought for planned works	
Statutory (Section 20) Consultation	Notification to Leaseholders – Comments invited on tender documentation and preferred contractors - 30 Day period for comment. Residents' responses considered. Tender reviewed/modified as necessary	Stage 1 Consultation Documents issued
Specification	Specification/tender documents prepared	
Invitation to Tender	Tendering process commenced	
Tender evaluation / Contractor selection	Contract Letting* (If contract NOT let to lowest bidder Stage 3 Consultation invoked.)	
Statutory (Section 20) Consultation	Stage 2 Consultation – Tender information and proposal sent to Leaseholders - 30 day period for comment Consultation responses considered / Decision reviewed as necessary	Stage 2 Consultation Documents issued Residents informed of outcome.
Tender evaluation / Contractor selection	Contract Letting* (If contract NOT let to lowest bidder Stage 3 Consultation invoked.)	
Tender Approval	BRC/RCC approval for chosen tender	Committee Report
Statutory (Section 20) Consultation	Stage 3 Consultation (30 days for comment). Responses considered & Tender decision reviewed	Stage 3 Consultation documents issued – Residents informed of outcome
	Contract Letting confirmed or rejected	Notification to Leaseholders
Consultation	Meetings with residents on works progress & timetable	Meeting

(iii) Major Works Reporting

The BEO will ensure that all contracts are effectively monitored and that residents are provided with timely and accurate information on all major works either individually or through the RCC or as appropriate, and in any event in the manner and at the frequencies shown in the table below:

Major Works Reporting		
Report	Recipient	Frequency
<i>Report 'A'</i> Major works expenditure & current year service charge estimates	RCC/BRC	Quarterly
<i>Report 'B'</i> Major Works expenditure forecast for a 5-year period	RCC/BRC	Annually (at beginning of financial year)
<i>Report 'C'</i> Major Works expenditure forecast by House for a 5-year period.	Each resident	Annually (with Service charge schedules)
<i>Report 'D'</i> Project Timetables	House Group Chair	On request

The reporting cycle:

Report A: these will be issued quarterly and will be reported to the next RCC meeting.

Reporting Figures up to	
31 March (Year End)	Report to next RCC meeting following finalisation of figures.
30 June	
30 September	
31 December	

Report B: this will be issued at the May meeting of the RCC. It will include actual expenditure to the end of the previous financial year, and the current year expenditure forecasts. This will inform the process by which new projects are put forward for inclusion.

Reports C: these will be issued with the Service charge demands in June, but may be re-issued in September if there has been a major change in the figures or timing.

Report D: these are available to House Group Chairs on reasonable notice for any live project affecting their House.

Performance against appropriate and agreed targets will be monitored and reported to residents through the RCC at the scheduled meetings.

The Major Works SLA performance is measured by:

Formal monitoring procedures:

- Compliance with Corporation standards and procedures
- Monitoring meetings with contractors
- Post-inspection of completed works
- Performance review of contract operations
- Monitoring of contract expenditure

- Close monitoring by House Officers of achievement against a series of local departmental and statutory performance targets, including those in the Departmental Business Plan

Standards for exception reporting by the Major Works Sub Committee:

- Monitoring of estimated and actual cost deviations of more than 10% of tender value
- Monitoring of completion date deviations of more than 3 months

Other Inputs:

- Major Works Sub Committee oversight
- The use of Resident satisfaction surveys
- Joint inspections with House Group representatives by House Officers
- House Officers issuing service delivery monitoring reports with actions and timescales to managers, officers and contractors
- House Officers monitoring deficiencies in service levels which have been identified by residents or their representatives

E. OPEN SPACES

Open Spaces within the Barbican estate will be maintained by specialist contractors under the City Gardens division of Open Spaces with a contract for ‘Grounds maintenance of Gardens, Open Spaces and Churchyards’. The contract provides a comprehensive service through a team of five staff (augmented by an additional seasonal worker during summer months) dedicated to the Barbican Estate – a requirement that is expressly stated in the grounds maintenance contract.

All grounds maintenance services are provided by the Corporation’s Open Spaces Department through their term contractor.

The objective of the service is to provide and maintain effective grounds maintenance services to the high amenity standards commensurate with the expectations of residents and other users of the Barbican Estate.

(i) Garden Maintenance

The tables below show the regular maintenance tasks that are undertaken. Grounds maintenance is ‘outcome-based’ and the frequencies stated are indicative only:

Garden Maintenance	
Activity	Frequency
Grass Maintenance	Grass will be cut not shorter than 25mm and not exceeding 45mm, which equates to approximately once a week in the summer. Grassed areas will be edged and maintained in accordance with the specification
Shrub and rose bed Maintenance	Beds to be kept weed free throughout the year, which equates to approximately once a week in the summer. Watering as necessary to ensure healthy growth and formative pruning, as required, in accordance with specific needs
Tree maintenance	Watering of young trees approximately twice a week in the summer plus checking of stakes and ties. All trees surveyed professionally once a year

Garden Maintenance	
Activity	Frequency
Flower-bed maintenance	Change bedding in spring and summer. Watering approx. 3 times per week in summer. Beds to be kept weed free throughout the year, which equates to weeding about once a week in the summer
Litter picking from gardens	Gardens and planted areas should be kept litter free at all times. In effect, this equates to litter picking twice a day. Refuse sacks to be removed the same day (i.e. not left out overnight)
Leaf clearance	Planted areas should remain free of a build-up of leaves at all times. This equates to leaf clearance approximately once a week in September, December and January peaking at twice a week in October and November (dependent on season)
Cleaning and maintenance of residents' garden seating	Birdlime removed as occurring. Re-painted/stained once a year (winter). Applies to enclosed gardens only

(ii) Lake Maintenance

Lake Maintenance	
Activity	Frequency
Litter picking from lakes	Lake areas should be kept litter and scum free at all times. In effect, this equates to litter picking regularly throughout the day. Refuse sacks to be removed the same day (i.e. not left out overnight)
Planted areas - maintenance	When established, aquatic species will be lifted, thinned and replanted in accordance to specific requirements. This will be carried out each winter
Water quality	Analysis of regular reports on water quality. Manual control of aquatic weeds and algae. Monitoring and husbandry of fish stocks
Fountains and pumping equipment	Regular maintenance of this equipment is carried out in accordance with the schedule

(iii) Interface Areas in Open Spaces

Entrances to Enclosed Communal Garden Areas:

The maintenance of the gates, fences, railings and signage is the responsibility of the BEO.

Inside Enclosed Communal Garden Areas:

The maintenance of the gates, fences, railings, signage, benches, pergolas, play equipment, pathways and sprinkler systems are the responsibility of the BEO.

Litter picking within the communal garden areas is the responsibility of Open Spaces.

Cleaning including sweeping of the pathways and play areas within the communal garden areas is the responsibility of the BEO.

(iv) Winter works improvement programme

The period between November and March is traditionally the time when gardens around the City are improved through re-landscaping/re-planting.

(v) Other considerations

Restrictions on some activities apply to avoid nuisance being caused to residents and these are set out in the contract.

The following restrictions apply to work being carried out in daylight hours:

- Nuisance tasks (such as lawn watering, mowing, leaf-blowing etc.) shall be carried out between 10:00 a.m. and 12:00 p.m. and between 2:00 p.m. and 4.00 p.m.
- Noise restrictions, (i.e. non-use of loud machinery) shall be observed when and where appropriate and in accordance with the agreement

Staff will operate between the hours of 7.30am to 4.00pm Monday to Saturday (with reduced cover at weekends). It should be recognised that patterns of work will be dictated, to a certain extent, by the weather but everyday maintenance duties will take up the vast majority of their time.

Their work performance will be measured against the outcomes set down in the Grounds Maintenance specification both by their own supervisors and by in-house Corporation officers.

Performance against appropriate and agreed targets will be monitored by the Open Spaces Department and is reported to residents through the RCC as and when business demands at the scheduled meetings.

The Open Spaces SLA performance is measured by:

- Compliance with Corporation standards and procedures
- Monitoring meetings with contractors
- Daily inspection by Open Spaces officers
- Performance review of contract operations
- Random spot checks carried out by Open Spaces managers
- The use of Resident satisfaction surveys
- Close monitoring by House Officers of achievement against a series of local departmental and statutory performance targets, including those in the Departmental Business Plan
- Joint inspections with House Group representatives by House Officers
- House Officers issuing service delivery monitoring reports with actions and timescales to managers, officers and contractors
- House Officers monitoring deficiencies in service levels which have been identified by residents or their representatives

7. The Costs and Basis of Charging

The services covered by these SLAs are charged for in accordance with statute and terms set out in the lease for each property. The majority of the costs are included in paragraph four and the fifth schedule of the lease. The specific bases for each SLA's charges are set out below:

A. CUSTOMER CARE, SUPERVISION AND MANAGEMENT

This SLA covers the following charges shown on the service charge invoice:

Supervision and Management House Officers

Electricity, common parts, lifts and background heating

A proportion of the charge shown as "Supervision & Management" in the leasehold service charge covers the costs of the customer services function carried out by the BEO and the TSD which is included under Technical Services on the service charge invoices. The costs cover the relevant proportions of staff time and associated costs such as accommodation and information technology.

The cost also includes a proportion of the costs charged by other Corporation departments that provide financial services, information technology support and legal work.

The cost does not include the costs of managing major works projects. These costs are project specific and are recharged directly to the appropriate leaseholders in accordance with statute and the lease.

The costs are recharged to leaseholders in accordance with the percentage set out in the lease.

A proportion of Supervision and Management costs is charged to other accounts such as car parking or baggage stores and is therefore not charged to the Service Charge Account, and some is abated in part or entirely where appropriate. The allocation between accounts is based on timesheet information. Each block carries an apportionment of the Estate-wide charge.

B. ESTATE MANAGEMENT

This SLA covers the following charges shown on the service charge invoice:

Cleaners/Porters Car Park Attendants Lobby Porters Window Cleaning

Charges for Estate Management services are calculated separately for each element and are charged to leaseholders in accordance with the percentage in the lease. The charges appear under the following headings on the service charge statement:

Cleaners/Porters-The charge for the cleaning staff is based on the number of cleaners in each block.

The charge for materials and equipment is charged on the estate-wide percentage in the lease.

Costs are calculated using direct service cost elements i.e. salaries and on-costs, uniforms, equipment and materials costs. The cost of the proportion of time spent on activities not

rechargeable to residents (i.e. car-park, baggage store, lakeside areas and podium area cleaning) is not charged to the Service Charge Account.

Car Park Attendants-The costs of the Car Park Attendants and concierge services comprise the gross salaries (i.e. including on-costs) and uniform costs of Car Park Attendants and a proportion of the costs of the Car Park and Security Manager, plus overheads.

(Two-thirds of these costs are charges within the Corporation Car Park Account. The remaining one-third is charged to the Barbican Residential Service Charge Account to reflect the concierge and security services provided to residents. This is recharged to terrace block leaseholders, apportioned in accordance with the percentages set out in the lease).

Lobby Porters - One third of the total costs of salary and on costs plus uniform costs are attributable to each of the three towers together with a proportion of the costs of the Car Park and Security Manager.

Window Cleaning-The window cleaning charges consist of the sums paid to contractors. The apportionment between blocks is based on the contract price when the window cleaning was last formally tendered. Attributable costs for materials and equipment are apportioned to each block using the identified costs per block plus a proportion of aggregated estate-wide costs charged on the estate-wide percentage in the lease. These costs are charged to leaseholders in accordance with the percentage specified in the lease.

C. PROPERTY MAINTENANCE

This SLA covers the following charges shown on the service charge invoice:

Furniture & Fittings
Garchey Maintenance
General Repairs
Health, Safety & Security
Heating
Lift Maintenance
Resident Staff
Technical Services

Charges for Property Management services are calculated separately for each element and appear under the following headings on the service charge schedule. Apportionment is made on a block basis where appropriate and on an estate-wide basis for items not attributable to particular blocks (i.e. those carried out in service areas common to all blocks and in garden areas). Costs apportioned to each block are then charged to leaseholders in accordance with the percentage specified in the lease.

Furniture & Fittings – Actual spend per block is recharged to leaseholders on a block basis.

Garchey Maintenance - Costing of the service is based on:

- direct staff salary and on-costs plus;
- uniform costs;
- repair and maintenance costs; and
- electricity usage, insurance and water costs for Garchey sub-stations

A small percentage of the total costs are deducted to take account of system use by non-residential facilities. There are eighteen sites that are not in residential blocks and the overall cost to the estate

is reduced on a pro rata basis. The charge to each block is made on the estate- wide percentages in the lease.

General Repairs - Actual costs of works are charged to each block as appropriate and on an estate-wide basis for items common to all blocks

Health, Safety & Security – based on actual costs and apportioned on a block basis or estate percentage as appropriate.

Background Heating Supply – The costs are made up of metered electricity costs and standing charges.

Lift Maintenance - The contract is charged according to the costs for each block, as are repairs not covered by the contract and insurance. Staff costs associated with lift maintenance are charged to the tower blocks on the basis of the estate-wide percentage in the lease. The remainder is charged to the terrace blocks and to the Landlords Account for public lifts, on a pro rata basis, depending on the number of lifts.

On-Site Engineers – A proportion of the costs of salaries, salary on-costs and office on-costs, accommodation, equipment and uniforms are apportioned in accordance with the percentages specified in the lease.

D. MAJOR WORKS

The costs of major works are project specific and are recharged directly to the appropriate leaseholders in accordance with statute and the conditions and percentages set out in the Lease.

Cost allocation is on the basis of the block allocation (for estate wide projects) and flat allocation (for individual block projects and the block's proportion of estate wide projects).

E. OPEN SPACES

This SLA covers the following charge shown on the service charge invoice:

Garden Maintenance

The costs charged to the Service Charge Account relating to Grounds Maintenance are that proportion of the total costs of maintenance that relate to the gardens to which residents have exclusive use. 15% is charged to the COL to reflect the public amenity that overlooking the privately-accessed gardens gives to the general public visiting the area.

The areas covered under the residents' service charge account are:

- Waterfall shrub beds
- Wallside garden
- Thomas More garden
- Speed House garden
- Lambert Jones Mews garden
- Upper lake beds ('igloos')
- Fore Street/Andrewes House
- Fann Street wildlife garden

8. Interfaces

The Barbican Residential Estate has a variety of interfaces which can be classified in one of three groups:

- **Common Services** e.g. Heating & Power, Garchey, Drainage, Waste removal, Waterfall & Fountains
- **Common Spaces** e.g. Walkways, Gardens, Lakes, Surrounding Highways
- **Neighbourhood Issues** e.g. Planning, Access, Noise, Inconvenience, Policing

This relates to six bodies: Barbican Residential Estate, Barbican Arts Centre, Guildhall School of Music and Drama, City of London School for Girls, Museum of London, St Giles' Church as well as the commercial properties.

The definition of the Common Service and Common Space issues and the way in which they are currently handled is available in a separate report.

Neighbourhood Issues are dealt with either by direct consultation - e.g. Barbican Arts Centre quarterly House Group meetings or by contact with the BEO. It is intended that such issues will eventually be the subject of a formal agreement between representatives of the Barbican Residential Estate and each of the other bodies identified.

9. Supporting Documentation

The following documents are relevant to each SLA and are available for inspection at or through the Barbican Estate Office:

General:

BEO/ Departmental Business Plan *

Internal service level agreements for Information Systems Services, Legal Services and Financial Services *

Disputes resolution procedure *

Formal Complaints procedure *

Corporation Code of Conduct for staff *

Service charge description of elements *

Site Plans

Committee Reports *

Performance Monitoring data *

Customer Satisfaction Survey reports *

Committee terms of reference

Consultations & correspondence with House Groups

Complaints monitoring records *

Residents Information Pack *

In addition, documents relating to specific SLAs include:

A. Customer Services, Supervision and Management:

Supervision management annual timesheet analysis

B. Estate Management:

Job Descriptions of directly employed staff

Incident log

Quality and Performance Issues electronic log

Work schedules

Sample rotas *

Example shift patterns *

Letters appointing current contractors

Copies of current contract(s) and any variations

Contract specifications

Contract performance indicators

Records of any complaints of contractor(s) failure to perform and records of the penalties levied against the contractor(s) for such failures

Attendance monitoring form (example)

Timesheets

Defect reporting form (example)

Joint Inspection reports

House Officers' inspection reports

C. Property Maintenance:

Internal Service Level Agreement for Technical Services *

Work schedules and procedures

Works orders

Garchey Maintenance Programme

Lift Maintenance Specification *

General Maintenance Reports for eg Water Tanks

Asbestos Management Plan *

Annual and Periodic Test Certificates

D. Major Works:

Work schedules and procedures *

Works orders

Role of Major Works Sub-Committee *

Table for threshold for section 20 Consultation *

E. Open Spaces:

Incident & Defects log

Sample work programmes

Letters appointing current contractors

Lakes Schedule *

Plans of gardens

Contract Articles of Agreement and Grounds Maintenance specification *

Contract performance indicators *

Site monitoring form (example)

Timesheets (example)

Defect reporting form (example)

***Available on:** www.cityoflondon.gov.uk/BEO