

## **Appendix 2**

### **City of London Housing Window Cleaning**

#### **Specification of Requirements**

##### **1. Window Cleaning**

1.1 The Contractor shall provide a comprehensive Window Cleaning Service throughout the Barbican Estate delivered in a safe and efficient manner. The window cleaning function will seek to minimise degradation, enhance asset life cycle, and ensure the Barbican Estate high standards and image are maintained. The Contractor is required to provide a high-quality service as defined within the scope of this specification. The standard of cleaning as specified is to be evident at the agreed time of monitoring. The Contractor must assist the City meet its ambitious Climate Action Strategy by reducing environmental impacts during delivery of this service.

1.2 The Contractor shall also undertake window cleaning activities in specialist/unique areas as directed by The Barbican Estate Office. The Contractor shall be responsible for supervising and monitoring the provision of the Services to ensure windows are cleaned to a high quality. This is in addition to the audits undertaken in conjunction with The Barbican Estate Office.

1.3 The Specification for Window Cleaning consists of the following documents:

- Service & Pricing document
- Specification Appendices – Site Maps (multiple files that include the name of the site in the file name)

1.4 The Barbican Estate premises and assets are grouped accordingly and listed in the 'Service & Pricing' document.

The diversity of property owned and managed by the City of London includes the Barbican Residential Estates for which window cleaning services are required. The Contractor is to be aware of access, logistic, operational, safety and sensitivity issues associated with window cleaning, the latter of which particularly pertains to working on and in close proximity to. The City reserves the right to add and remove properties over the life of the contract.

##### **2. Window Cleaning Standards to all Glazing and Framework**

2.1 These Standards shall apply to all glazing within the Specification Area and will be used to measure Contractor performance in providing the Service. The following Standards are those which are expected to be produced upon the immediate completion of window cleaning by the Contractor.

2.2 The Contractor shall clean internal and external glazing as listed within the specification, internally and externally. The Site Pack provides information in relation to window cleaning for individual premises and the following cleaning standard shall be applied:

2.2.1 All floors, furniture, resident's property, and fittings are to be adequately protected before the commencement of work.

2.2.3 The Contractor shall leave glazing clean, dry, and free from smears. There must be no evidence of run marks, Verdigris, stains or finger marks on glass, window ledges, sills, paintwork, or surrounds.

2.2.4 Adjacent surfaces, including sills, mullions, frames, and structural parts associated with the glass, shall also be left free from liquid spillage, smears, and cleaning marks.

2.2.5 For all areas of internal glazing surface, the Contractor shall wash clean, and wipe away any residue water on the frames. This includes glazing for windows and doors and the wiping down of the residue water on the timber and metal frames and sills of the windows and doors.

2.2.6 All glazing and framework should be free of dust, dirt, marks, smears, bird droppings.

2.2.7 No streaks, cloth marks or excess water residue left on metal /wood framing members.

2.2.8 No build up or accumulation of dust etc. in corners.

2.2.9 All windows are to be clean and gleaming.

2.2.10 Removal of permanent marks, graffiti, scuffs, stains etc. should only be attempted by use of proprietary materials and normal cleaning operations. If after attempting removal, the Contractor finds that they have been unsuccessful any such blemishes should then be treated as defects and reported to the Area Estate Services Manager.

### **2.3 Glazing in Resident / Tenant Areas**

For all areas of glazing where the internal surface is within the resident's or tenant's accommodation, the Contractor shall wash clean, and wipe dry the outside surface only of the glazing and wipe away any residue water on the frames. This includes glazing for windows and doors and the wiping down of the residue water on the timber and metal frames and sills of the windows and doors.

### **2.4 Glazing in Communal Areas**

As listed within the Site Pack, the Contractor shall wash clean and wipe the glazing and residue water of the frames. The Contractor shall note that the glazing in communal areas includes all glazed balustrading (including rims and edges) both to internal staircases and external walkways. This includes cleaning to glazing for windows, doors, privacy screens (including rims and edges), balcony balustrading, communal balustrading, and the wiping down of residue water on the timber and metal frames and sills of the windows, doors, privacy screens, balcony balustrading and communal balustrading (accessible glazing only as residents are asked to leave their privacy screens and balcony glass balustrading accessible for the window cleaners to enable the glazing to be cleaned without moving personal property).

### **3. Cleaning Access Equipment**

3.1 The Contractor must ensure that they satisfy themselves as to the proper working order of any cleaning access equipment. Where such equipment is not provided by the Customer or available on site the Contractor shall provide the specialist access equipment. The cost of providing such access equipment shall be borne by the Contractor.

#### **4. Condition and Defect Reporting**

4.1 The contractor is required to submit a condition report on windows to repair as identified following window cleaning. This is to include:

4.1.1 Essential - Health & Safety requirement- immediate repair/ replacement essential

4.1.2 Desirable - Decorative require repaint etc.

4.2 The Contractor is also required to report on:

4.2.1 High level access to report on other aspects of Building repair such as Guttering repair/ cleanse

4.2.2 Pigeon/ rodent infestations.

4.2.3 Application of Bomb Blast films or removal Cleaning Products.

4.3 The Contractor shall notify the Area Estate Services Manager without delay upon discovery of any defective parts of the building or lighting which have the potential of putting the Health and Safety of occupiers, visitors, and the Contractors at risk, for example, faulty or untested eyebolts, broken windows, inaccessible balconies, and birds nesting on balconies.

#### **5. Staffing**

5.1 The Contractor shall adhere to the following standards regarding staffing matters:

5.1.1 That they utilise competent operatives with rights to work in the UK and provide to the Area Estate Services Manager relevant details (staff numbers, experience, skills etc.). Any change and new members of staff must be notified to the Area Estate Services Manager on their start date with their names and an official form of identification

5.1.2 Provision of a competent supervisor on site during the hours of work

5.1.3 The supervisor will be responsible for the signing out and returning of keys, the monitoring of quality standards, adherence to the Schedule of Works and that the notices are displayed. The supervisor will also be responsible for:

5.1.4 Maintaining the highest standards of courtesy towards residents, City of London staff and the public

5.1.5 The use of appropriate protective clothing for operatives where required and that an identifiable uniform be worn at all times within the Specification Area. This must include a sealed photograph provided by the Contractor displayed so as to be visible to a resident, City of London employee or City of London Police. For all other asset groups, the Contractor is required to provide suitable equivalent identification that must also be visibly displayed.

5.1.6 That staff comply with all relevant provisions of the Specification, all relevant policies, rules, and procedures of the City of London including those relating to Confidentiality, Health and Safety issues and Equal Opportunities

5.1.7 That the Contractor shall be liable for any damage caused by their staff to residents' tenants or City of London property

5.1.8 The Contractor is expected to ensure an inclusive, tolerant, and professional working environment for its own employees and any workers through sub-contractors. Contractors should reflect the City's Whistleblowing Policy in their own working practices and must have an effective system in place to deal with bullying and harassment, linked to protected characteristics or otherwise, involving contractor staff, workers, or subcontractors.

5.1.9 The Contractor must pay all staff, contractors or other persons working for the Contractor the Living Wage, in accordance with the Living Wage Foundation rates, as a minimum. The annual uplift announced each November must be applied at the next payment run. All work sheets should be signed off by a member of the City of London Corporation or its representative and the contractor should not approach residents or tenants directly.

## **6. AD-HOC Services**

6.1 The Area Estate Services Manager may from time-to-time order or authorize additional works, which must be acknowledged in writing by the Contractor.

6.2 All additional works shall be completed by the time specified in the relevant instruction.

6.3 The nature of work, time, and date of receipt of all requests for additional works should be logged and submitted when invoicing. Payment will not be made for unauthorised works or works not supported by written confirmation.

## **7. Statutory Requirements**

The Contractor must ensure that any work carried out over public walkways and the public highway will be in accordance with the regulations and recommendations for work in these areas as administered by the City of London and the Police or the relevant public bodies if outside of the City of London.

## **8. Environmental and Climate Action Strategy**

8.1 The Contractor shall ensure that in performing the Service they will use working methods, equipment, materials, and consumables which minimise environmental damage. The Contractor will notify the Area Estate Services Manager of all cleaning substances used and any changes to these substances.

8.2 The City of London Corporation has adopted a Climate Action Strategy which sets out how we will achieve net zero carbon, build climate resilience and champion sustainable growth, both in the UK and globally, over the next two decades.

By adopting the strategy, the City Corporation has committed to climate resilience and to:

- achieving net zero carbon emissions from our own operations by 2027
- achieving net zero across our investments and supply chains by 2040
- supporting the achievement of net zero for the Square Mile by 2040

The commitment of our contractors to supporting the City's Climate Action targets is of fundamental importance and reporting will be required for all contracts. The contractor must be able to collate and provide carbon emissions data upon the City's request, however, those suppliers with prepared carbon emissions reports must provide this to the City's Climate Action team ([climateaction.pgs@cityoflondon.gov.uk](mailto:climateaction.pgs@cityoflondon.gov.uk)) as it becomes available.

Contractors need to reduce carbon emissions over the lifetime of this contract, this could be achieved, through minimising energy use, adopting circular economy principles, sustainable procurement practices etc.

8.3 Where applicable, the contractor, must help the City reduce air pollution in the Square Mile. The following requirements must be met:

- Within the Square Mile engines must be switched off when vehicles are stationary on a delivery for longer than one minute.
- Vehicles used for deliveries must meet Ultra Low Emission Zone (ULEZ) requirements.
- Select an option from the Air Quality Menu in 8.4 to be implemented within the first six months of the contract. Selection and details to be finalised with the City upon contract award however one of the following options must be chosen.

#### 8.4 Air Quality Menu

- Set ambitious targets for the reduction of NOx, PM10 and PM2.5 emissions from vehicles over the life of the Contract.
- Set an ambitious target for increasing the use of zero emission vehicles over the life of the contract
- Set a target for a reduction in the no. of motorised vehicle trips that form part of the Services.
- Develop a logistics approach that avoids vehicle movements during peak congestion and pedestrian footfall times, 7am–10am, 12–2pm, 4–7pm.
- Trial a zero-emission vehicle
- Use technology that supports air quality improvement e.g., gear shift indicators, stop-start ignition, software to monitor green driving.
- Green driver training for Contractor Staff used on the Contract, offer safer urban driving courses to drivers.
- Another innovative action to support the Air Quality Strategy that the City would reasonably deem of an equivalent level of ambition.

8.5 The Contractor shall, so far as reasonably practical and relevant to the provision of the Services, conserve energy, water, and other resources, reduce water and noise pollution and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment, minimise waste and maximise use of recycled resources.

8.6 In accordance with the City Corporation's Single Use Plastics Policy, the Contractor must eliminate the use of all avoidable single use plastics as part of delivering this contract including packing and packaging. Where the use of single use plastics is unavoidable, biodegradable and/or recyclable plastics may be used until a sustainable alternative is available. The selected alternative should have the least impact on the environment. If any single use plastics remain as part of service delivery, those items must be discussed with the City Corporation's contract manager.

## 9. Modern Slavery

The City's [Modern Slavery Statement](#) includes the following as high risk areas:

- Domestic – entry level roles in the construction, security, waste, cleaning and laundering, food harvesting and processing, and care industries, those typically undertaken by agency, seasonal and/or migrant workers, or those without formal UK qualifications

Cleaning has been identified as an area of high risk of modern slavery in our global supply chain. The Contractor must ensure that relevant personnel are familiar with the requirements of the International Labour Organisation (ILO) Conventions and will have appropriate due diligence procedures in place to identify and mitigate the main risks of modern slavery, human trafficking, forced and bonded labour and human rights violations in its own operations and those of its supply chain. The City Corporation may require a report on compliance with these requirements. The Contractor should collate this information and make it available upon request.

## 10 Cleaning Products

10.1 The Contractor is required to use cleaning products that conform with at least the following environmental standards and where at all possible the best practice standards:

10.1.1 Basic environmental requirements (those already mandatory for UK Central Gov contracts under the Government Buying Standards) for all purpose. sanitary and window cleaning products:

- NO ingredients deemed of "high concern" under REACH Regs
- NO sprays using propellants
- NO paradichlorobenzene or APE content
- Clear dosing instructions
- Easily separable primary packaging
- Supplied as concentrates requiring dilution before use
- Trigger spray products must be sold as part of a refillable system (for all purpose and sanitary products).

10.1.2 Best practice for all purpose, sanitary and window cleaning products covers the above environmental requirements in addition to compliance the EU Ecolabel criteria:

Substances that must not be more than 0.01% by weight of final product in all-purpose cleaning products include:

- Those deemed of "high concern" under REACH Regs
- Those classified as Hazards or Risk-phrases in accordance with Reg (EC) No 1272/2008 or Directive 67/548/EEC, including toxic, very toxic, sensitising, mutagenic, carcinogenic substances, those causing organ damage or irreversible effects, or those harmful to aquatic organisms or hazardous to the ozone layer. Phosphorous (0.02g per litre) or biocides (unless they are non-bio accumulative or used as preservatives)
- See EU GPP criteria for further detail on restricted ingredients and verification requirements.

## **11. Health and Safety**

The Contractor must ensure that all staff carrying out this work are aware of and comply with, the Health and Safety Executive Guidance Note GS 25 "Prevention of falls to window cleaners". Risk assessments must be carried out and a site-specific method statement must be submitted and agreed with the Estate Services Manager prior to the commencement of service.

The Contractor is to use all of the Health and Safety equipment provided for example, security eyebolts and ladder ties and reports any defects to this equipment as soon as possible to the Area Estate Services Manager.

The Contractor must sign in at the relevant car park office or the concierge at the time of arrival on site to notify the teams of attendance and collect any access fobs or keys etc and signing out at the point of completion of works, returning keys as required. Whereby offices are not accessible, the Contractor must notify attendance by other means E.g., Telephone or Email and copy in the Area Estate Services Manager.

## **12. Customer Care and Complaints**

The Contractor shall at all times respect the wishes of residents with regard to privacy and disturbance including demonstrating a professional and customer focused attitude in behaviours and language.

The Contractor is to note that the playing of portable radios, tape recorders and the like by the Contractor's operatives is strictly prohibited. The use of mobile telephones must be limited to communication with the supervisor and or in relation to Health and Safety and communication to residents and not causing a disturbance to residents.

The Contractor is also to note that no smoking will be allowed in the Specification Area or in the approaches thereto or in communication between parts of the site.

The Contractor shall not leave cleaning equipment and materials on the balcony unattended.

The Contractor shall log all complaints within 48 hours in order to provide all necessary information to the Area Estate Services Manager for the purposes of dealing with complaints and enquiries received in relation to the Services.

## **13. Monitoring**

The contractor will be expected to liaise with either the relevant House officers, car park attendants or lobby porters to receive a sign off on works carried out prior to leaving site.

The Area Estate Services Manager Area Estate Services Manager will carry out regular monitoring of the Service. The Contractor will provide to the Area Estate Services Manager Area Estate Services Manager a daily and weekly cleaning schedule to include signing in/signing out, works completed.

The Contractor shall, as soon as is reasonably practicable but in any event within one working day after a request, provide the Area Estate Services Manager Area Estate Services Manager with any information relating to the carrying out of the Services which the Area Estate Services Manager Area Estate Services Manager may reasonably request.

The Area Estate Services Manager reserves the right to vary the monitoring regime.

The Contractor's supervisor shall attend regularly scheduled meetings with the Area Estate Services Manager to discuss standards, performance, queries/complaints/surveys, communal glazing, adherence to the schedule, daily procedures, interface issues and equipment and any variations to the Specification.

#### **14. Performance Monitoring**

The contract will be monitored through four Key Performance Indicators (KPI) classed as primary or secondary. The KPIs are as follows:

- Contract Delivery (primary KPIs)
- Staffing (secondary KPIs)
- Health & Safety & Sustainability (primary KPIs)
- Contract Management, Communication, Social Value and Finance (Secondary KPIs)

##### **14.1 Premises Specific & Global KPIs**

KPI scores will be reported and measured separately for individual buildings as well as globally (i.e., for the contract as a whole). This will ensure that the impact of scores for any failing premises will be reflected in the overall score for the contract and persistent service delivery issues are highlighted, thereby ensuring the contractor focuses on providing excellent service to all premises.

##### **14.2 Primary & Secondary KPIs**

- a. Primary KPIs will be those indicators that are deemed critical to drive the contractor's performance and ensure service delivery is to the required standards.
- b. Secondary KPIs will be those indicators that ensure proper governance and administration of the contractor. Secondary KPIs will be reported monthly however will not form part of the KPI calculation but will come into play (as a deduction) where non-compliance is registered.
- c. The contractor will be required to commit to delivering added Social Value during the contract term. Commitments made at the time of tender will form part of the secondary KPIs and be monitored as part of contract delivery.

##### **14.3 Key Performance Indicators - Contract Delivery**

Contract Delivery will be a primary indicator and will measure performance relating to level of cleanliness with respect to the window cleaning standards described in this specification. The level of cleanliness will be established through auditing areas that have been cleaned by the contractor. This will be a primary performance indicator.



#### **14.4 Auditing**

- a. An auditing system will be a requirement of the contract to assess the efficiency of the cleaning regime, ensuring that the contractual standards are maintained.
- b. The contractor will need to develop an electronic system which will audit, hold records, and provide accurate and timely reports. Reports should be able to assist the contractor to identify areas of concern and provide the Estate Services Manager (ESM) with a scoring system which can be measured against the agreed KPIs. The system should also give the auditor the ability to note deficiencies by locations or room type and where applicable take photos which can be held on a database.
- c. Only joint audits will count towards the KPI for a premise and where no joint audits are carried out the KPI will not be recorded for that premises.
- d. The auditing system and methodology will be agreed during mobilisation

#### **14.5 Adherence to Window Cleaning Schedule**

In addition to monitoring the standard of clean, the contractor's ability to produce and comply with schedules for window cleaning will be measured. Any deviation (unless previously agreed by CoL) from the schedule will score a Fail (0%). Adherence to the schedule will give a pass of 100%.

#### **14.6 Key Performance Indicators - Staffing**

The performance indicators for staffing will be a Secondary indicator as follows:

- a. Staff Attendance/Timeliness
- b. Staff Competency
- c. Staff turnover records maintained
- d. Staff uniform
- e. Staff Learning & Development

#### **14.7 Staff attendance/Timeliness**

- a. Area Estate Services Manager will be given access to the contractor's database for each premise, to always enable the monitoring of live staff attendance and timeliness. Any recording of below 90% staff attendance/hours worked per month as per tender will result in a failure of the KPI.
- b. The contractor should identify any reasons why full hours cannot be supplied
- c. Consideration will be given for instances where the declared hours cannot be met due to restrictions imposed or agreed by CoL.

#### **14.8 Staff Competency**

- a. The Contractor's Staff should be able to demonstrate compatibility in relation to the Job Description provided, including English language, both verbally and written as appropriate to grade.
  - Contractor will need to introduce training to ensure minimum requirements are met.
  - Provision of training and satisfactory pass rates to be provided prior to employment.

All staff must have the following: DBS, working at heights, COSH certification before entering the Barbican Estate and commencing work.

#### **14.9 Staff turnover records maintained**

a. All staff turnover records to be maintained and up to date. Staff turnover records to be provided as part of the monthly report submitted to CoL

#### **14.10 Staff Uniform**

a. All staff to be appropriately dressed, dependant on role and task, but to a minimum of recognisable staff uniform as agreed with CoL prior to the start of the contract.

b. Where practical the Contractor will seek to repair uniforms before replacement. The Contractor will work with the City to dispose of the uniforms under a mutually agreed route taking into account the circular economy after any security issues are resolved.

#### **14.11 Staff Learning & Development**

All staff learning records to be provided and updated monthly, including certificate of qualified First Aiders. Learning and development mapping to be provided.

Provision of First Aid certificates for Client records. Failure to have current qualified First Aider on site (where required) will result in failure of this KPI across CoL. (Secondary KPIs)

#### **14.12 Key Performance Indicators - Health & Safety & Sustainability**

##### **Risk Assessment and COSHH**

A file should be kept on site listing all risk assessment and when they will be reviewed. These should be reviewed and signed off annually. A COSHH file should be on site recording all products used. A training file for all cleaners should be on site recording the fact that they understand the risk assessments and data sheets of products used and the correct way to use those products.

##### **Accident reporting**

A reporting structure to be set up to ensure cleaners report any accident, the accident is then recorded both with the Estate Services Manager and supervisor. The Accident book should be on-site and ready to be viewed at any time.

##### **Health and Safety Audit**

Audit sheet kept with risk assessments and training records to be signed off with Estate Services Manager and site manager.

##### **Sustainability**

Sustainability and Climate Action is to be a standard agenda item at contract monitoring meetings. The Contractor will provide an update on how they are reducing carbon emissions on the contract and any other updates relating to sustainability. At a minimum, any carbon emissions reporting must be provided to [climateaction.pgs@cityoflondon.gov.uk](mailto:climateaction.pgs@cityoflondon.gov.uk).

#### **14.13 Key Performance Indicators - Contract Management, Communication, Social Value and Finance Management Information & Contract Administration**

- Reports & meetings held at agreed dates with the correct representation from the contractor, and correct report format/content.
- The Contractor to provide accurate information
  - o KPIs calculated correctly.
  - o KPIs are provided to agreed timetable, provide backup information for all KPIs (hard copies and soft copies if required).
- Response to Contract Management Requests
- Contractor responds promptly to requests from CoL and with the required information within agreed timescales.

#### **Response to Requests (Additional and Chargeable Cleaning)**

- Contractor will maintain a log of additional and chargeable cleaning requests with the following information:
  - o Expected Completion (as per SLAs established with the premises).
  - o % time met (Judged on pass or failure to meet completion). E.g., if 10 additional and chargeable requests are issued to the contractor for the month failure to meet the SLA for 5 jobs will score 50%.

#### **Response to Requests (Reactive Cleaning)**

This will be site specific and will be reported by exception. (To be further developed with the contractor at the mobilisation stage).

#### **Invoicing & Billing**

- Payment application for fixed cost is submitted on agreed date.
- Invoices are submitted with the correct details-e.g., cost, purchase order number

#### **Subcontractor/Supply Chain Management**

- All sub-contractors will be subject to verification by COL/BBE prior to starting work
  - Sub-contractors/suppliers working for the contractor arrive on time and are of the right qualification and well presented.
- Window cleaning Sub-contractor to provide all necessary risk assessments and documentation.

#### **Social Value**

- The contractor will deliver one item from the City's Social Value menu each year of the contract.

#### **KPI Measurements**

- The KPI will be weighted a score with an overall pass mark of 85%.
- Calculation will be both premises specific and global.

- The overall score for KPIs will be the average of the scores for all premises.
- Primary KPIs will be monitored monthly.
- Secondary KPIs will be measured by exception and failure will result in a deduction in the overall KPI score. (This will be further developed and agreed with the supplier during the contract mobilisation stage).
- The pass mark shall be increased by 2% at the end of each year of the contract.

#### 14.14 Key Performance Indicator Weightings

	KPI	Pass Mark	Weighted Score
Quality Monitoring – Auditing	Window Cleaning	85%	40%
Adherence to schedules	Window cleaning	100%	40%
Staffing	Staff attendance/Timeless	90%	10%
Health & Safety	Risk assessment and COSHH available for inspection	100%	10%
	Accident reporting	100%	
	Health & Safety audits	100%	
	Average Score		

#### 14.15 Complaints & Deductions

The contractor and premises representative shall resolve routine service delivery and only escalate to the Estate Services Manager if they are unable to agree and resolve the issue.

Complaints will fall under the following categories:

- Service Delivery Failures
- Failure of the contractor to provide a service as per the terms of the contract
- Unreasonable and persistent delays in the provision of service
- Failure to provide adequate standards of service
- Health & Safety Issues
- Failure to fulfil statutory responsibilities.
- Breaches in health and safety
- Contractor's actions result in a loss of income to the City of London
- Contractor's actions result in a loss of reputation to the City of London
- Complaint has been escalated by a high-ranking officer or a member
- Complaints about an employee's attitude or behaviour

Complaints will only be logged by a designated officer and once upheld by the Contract Manager will result in a deduction to the overall weighted KPI score. (The deduction will be agreed with the contractor during the mobilisation stage).

## **15. Site Visits During Tender Period**

The City of London would like to extend an invitation for prospective bidders to visit our sites prior to tender deadline, in the interest of providing further clarity on the specification of the tender. Site details are provided in the specification and accompanying maps.

If you wish to visit the Barbican Estate on the one of the dates detailed below, please message your request via the CapitaleSourcing portal.

Please note that the maximum number of attendees per bidder is 2 (two), please provide the name(s) and contract number(s) of those wishing to attend. If you wish to visit the Barbican Estate, please message your request send your request via the CapitaleSourcing portal.

### **Site Visit Dates**

Site Visit 1 – Thursday 02/03/23 - *start time to be advised via the Capital Message Section*

Site Visit 2 – Friday 03/03/23 - *start Time to be advised via the Capital Message Section*

Details of who will be showing attendees around the Barbican Estate will be provided in due course including meet up location.