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| Committee(s): Residents' Consultation Committee Barbican Residential Committee | Date(s): 02 March 2015 16 March 2014 |
| Subject: Service Level Agreements Quarterly Review October – December 2014 | |
| Report of: Director of Community and Children's Services | Public |
| <p>Executive Summary</p> <p>This report, which is for noting, updates Members on the review of the estate wide implementation of Service Level Agreements (SLAs) and Key Performance Measures (KPIs) for the quarter October to December 2014. This report details comments from the House Officers and the Resident Working Party and an ongoing action plan for each of the SLAs.</p> <p>Recommendation</p> <p>That the Committee notes the work undertaken by the Barbican Estate Office and the Resident Working Party to monitor and review the implementation of SLAs and KPIs estate-wide and to identify and implement actions where appropriate, to improve services.</p> | |

Background

1. This report covers the review of the quarter for October to December following the estate-wide implementation of the SLAs and KPIs with comments from the House Officers and the resident Working Party as well as an ongoing action plan for each of the service areas.

Current Position

2. All of the agreed six weekly block inspections have been completed in the quarter October to December.
3. House Officers, Resident Services Manager and the Barbican Estate Manager attended the recent SLA Working Party review meeting in January to review the SLAs and KPIs.
4. A review of the presentation of the SLA action plans has been carried out by the BEO and the Working Party and these changes are highlighted below.
5. New comments from the residents Working Party (Tim Macer, Randall Anderson, Jane Smith, David Graves, Robert Barker, Gianetta Corley), House Officers, surveys, House Group meetings, RCC and resident general comments/complaints are incorporated into the October to December

comments – the source of the comments have been included into the action plans.

6. Any new comments are presented at the beginning of the actions plans in order for them to be highlighted.
7. Actions identified following each quarterly review have been implemented where appropriate and comments are included in the action plans in Appendices 1 to 6. Appendix 6 has been set up to show those landlord common areas of the Estate that are not funded via service charges.
8. The KPIs are included in Appendix 7. The action plans monitor and show the progress made from each of the quarterly reviews together with all of the comments and responses/actions from the House Officers and resident working party.
9. All of the unresolved issues from the previous quarterly reviews to September 2014 have been carried forward to this current quarterly review. The House Officers as residents' champions determine whether the issue has been dealt with and completed.
10. All of the resolved issues to September 2014 have been filed as completed by the House Officers in conjunction with the resident working party. Once comments are completed, they will be removed and filed.

Proposals

11. The Barbican Estate Office will continue to action and review the comments from the House Officers and Resident Working Parties related to the Customer Care, Supervision and Management, Estate Management, Property Maintenance, Major Works and Open Spaces SLAs.
12. The review of the SLAs and KPIs for the quarter January to March 2015 will take place in April 2015 and details of this review will be presented at the May/June committees.

Conclusion

13. The reviews will continue on a quarterly basis with the Resident SLA working party and actions will be identified and implemented where appropriate, to improve services.

Background Papers: Quarterly reports to committee from 2005.

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APPENDIX 1
SERVICE LEVEL AGREEMENT REVIEW- CUSTOMER CARE, SUPERVISION AND MANAGEMENT 2014

| | <u>Quarter</u> | <u>Source</u> | <u>COMMENT/QUERY</u> | <u>RESPONSE/ACTION</u> | <u>COMPLETED</u> |
|-----|-------------------|---------------|--|--|------------------|
| 186 | Oct - Dec 14 | RCC | Are there any possible terms of the lease that could be used against flats left empty for a number of years that are causing issues to neighbouring flats? | There are and the BEO has in the past, worked with the City Solicitor to ensure essential maintenance work is carried out. | |
| 185 | Oct - Dec 14 | WP | Alterations. Car Park Concierge to have access to all known alterations projects so they are able to inform BEO of any extra projects. | | |
| 184 | Oct - Dec 14 | RC | BE staff to be available evenings and weekends when residents are here. Inspections at weekends? To be considered by WP | More evidence needed that there is a genuine need or desire for this. To be discussed at upcoming AGMs | |
| 183 | Oct - Dec 2014 | RCC | Formal Q&A Annual Residents' meeting - BEO reviewing | To be given further thought, possibly in conjunction with 184 above? | |
| 182 | Oct - Dec 2014 | HO | SLA Handbook and Residents Information Pack are due for review. Does the SLA WP have any views on how best to accomplish this? | To also include Welcome Pack and Alterations. BEO to draft suggested changes to SLA handbook & RIP & arrange extra separate meetings with SLA WP for 2015. To also use Email Broadcast for comments prior to publishing. Loose leaf essential so that updates and amendments can be easily done. | |
| 181 | Oct-Dec 2014 | HO | Trial of a "Mailchimp" email broadcast with information on services over Christmas | No negative feedback received! | ✓ |
| 180 | Oct-Dec 2014 | HO | Information on registering sub-tenants to be added to the website | This task will be handed over to the Apprentice, but further training may be required. | |
| 179 | Jul-Sept 2014 | HO | How will the change on format of service charge bills be communicated to residents? | Short talk on new format given by Service Charge team during previous SLA WP meeting. Still a work in progress. | |
| 175 | Apr-June 2014 | HO | Change of management structure for Housing will begin on Eddie Stevens retirement. | Senior management from PS team to attend next WP meeting in New Year. | ✓ |
| 168 | Oct-Dec 2013 | HO | PS are looking to use all the resident data to improve the service eg. sending water penetration letters to absentee landlords | Work is progressing with the data processing. The introduction of Oracle in 2015 may help with this. | |
| 156 | April - June 2012 | HO | House Officers sporadically receiving copies of complaint letters to PS. | BEO Manager attending PS weekly meetings which should improve communications but as the issue remains, further work needs to be done. PS responses to copy in the relevant HO. Processes being reviewed by PS and complaints procedure being reviewed. | |
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| | | | Quarter - at the end of each quarter issues raised are then presented to service providers | | |
| | | | Completed Actions - House Officers as residents' champions determine whether the issue has been dealt with and completed satisfactorily | | |
| | | | SLA Service Level Agreement | LS Leasehold Services | |
| | | | CPA Car Park Attendant | DCCS Department of Children and Community Services | |
| | | | LP Lobby Porter | COG Core Operational Group | |
| | | | ES Estate Services | BOG Barbican Operational Group | |
| | | | BAC Barbican Arts Centre | ESM Estate Service Management | |
| | | | OS Open Spaces | DMT Departmental Management Team | |
| | | | GAG Gardens Advisory Group | PS Property Services | |
| | | | | LL/SC Landlord/Service Charge cost | |
| | | | Source of comments: | | |
| | | | WP SLA Working Party | | |
| | | | HO House Officers | | |
| | | | RCC Residents Consultation Committee | | |
| | | | RC Residents General Comments | | |
| | | | COM Complaint | | |
| | | | SURV Survey | | |
| | | | HGM House Group Meeting | | |

APPENDIX 2
SERVICE LEVEL AGREEMENT REVIEW - ESTATE MANAGEMENT 2014

| | <u>Quarter</u> | <u>Source</u> | <u>COMMENT/QUERY</u> | <u>RESPONSE/ACTION</u> | <u>COMPLETED</u> |
|-----|----------------|---------------|---|---|------------------|
| 171 | Oct - Dec 14 | HGM | Grading during inspections. Should cleaning reflect current circumstances eg redecorations works? For discussion at next SLA WP | SLA WP consider that external factors should be considered. | |
| 170 | Oct - Dec 2014 | HGM | Could an online survey be produced and sent out to Residents to gauge the demand for Baggage Stores across the Estate? | Currently being reviewed | |
| 169 | Oct - Dec 2014 | HO | Two New Cleaning Supervisors have been successfully employed and started work in January 2015. | For comment only | |
| | | | | | |
| 163 | Jul - Sep 14 | HO | Electrical Vehicle Charging Points | BEO is liaising with TfL as they plan to install 25,000 charging points across London. The BEO has also liaised with the Dept. Built Environment, neighbouring developments and main car dealers regarding these charging points. A residents survey has been carried out to ascertain demand in various parts of the Estate. The results are currently being analysed. | |
| 162 | Jul - Sep 14 | HO | Can more Bicycle Racks be provided? | TfL providing BEO with £75k's worth of new bicycle storage facilities (bicycles hangers/bespoke secure enclosures) for 192 bicycles to be completed by the end of the financial year). A survey was completed across all the CP's for potential projects to provide additional stands, replace stands in difficult to access areas and to also improve general storage in the form of secure enclosures. Also a bicycle amnesty has been initiated within the Andrewes and Bunyan CP's to remove old abandoned bicycles to make spaces available for others. A survey is being carried out with residents. A report on the provision of bicycle storage & charging policy will be presented to March committee. | |
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APPENDIX 3

SERVICE LEVEL AGREEMENT REVIEW - PROPERTY MAINTENANCE 2014

| | <u>Quarter</u> | <u>Source</u> | <u>COMMENT/QUERY</u> | <u>RESPONSE/ACTION</u> | <u>COMPLETED</u> |
|-----|-----------------|---------------|--|--|------------------|
| 182 | Oct - Dec 2014 | WP | Regarding the generators. Could Citigen be considered as a suitable backup? (Comment 180) | | |
| 181 | Oct - Dec 2014 | HO | Condition surveys - mastic | Condition surveys on the mastic around windows now included as part of external redecoration survey. | ✓ |
| | | | | | |
| 180 | July- Sept 2014 | WP | Generators for power failures in the Towers - how often tested? | Towers each have two diesels, one for fire pump, the other emergency lights. Following a power failure, diesel generator will start up one fire fighting lift, and emergency stair lights. A diesel pump will take over from the electrical pump to supply water to the dry risers. General maintenance is carried out by REs on a bi monthly basis which involves checking items such as belts, fuel, oil, battery levels, etc. and running the equipment up to temperature. A company has been contracted to attend annual detailed examination of the diesel engines and generators | |
| 179 | July- Sept 2014 | SURV | Communication and follow up information to repairs and investigations could be improved. | Comments fed back to relevant team | ✓ |
| 178 | July- Sept 2014 | HO | Out of hours Duty Managers liaising more effectively with Repairs Call Centre regarding leaks, so residents are informed about insurance details etc. | Comments fed back to relevant team | ✓ |
| 174 | Jan-Mar 14 | HGM | Scaffolding - when contractors identify that scaffolding may be required to resolve a leak communication on this needs to be improved as it can often be a period of a number of months before the scaffolding is actually constructed for the work. | Currently working well during the external/internal Breton/Ben Jonson House redecoration project. Redecoration work 95% complete and system worked well | ✓ |
| 145 | Oct-Dec 2011 | HO | Water penetration procedure - the letters to update residents on the cause of a leak seem to be being sent out sporadically. Letters not being sent out could lead to complaints and problems caused by residents making late insurance claims. | Reviewed and letters updated. Further monitoring following changes. A note is now added to the repairs system once a letter has been sent to a resident. This appears to have slipped again. PS to be reminded. Ongoing monitoring by HOs. | |

APPENDIX 4 SLA AGREEMENT REVIEW - MAJOR WORKS 2014

| | <u>Quarter</u> | <u>Source</u> | <u>COMMENT/QUERY</u> | <u>RESPONSE/ACTION</u> | <u>COMPLETED</u> |
|-----|-----------------|---------------|--|--|------------------|
| 124 | Oct-Dec 2014 | HO | Fire exit routes Ben Jonson House (from top floors) | Fire exit routes have been clarified and the relevant signage has been installed in Ben Jonson House | |
| 123 | Oct-Dec 2014 | HO | External redecoration work for Breton/Ben Jonson House completed. | Satisfaction survey regarding external redecoration to be sent to Breton House/Ben Jonson House residents | |
| 122 | July -Sept 2014 | SURV | Repainted surfaces on balcony rails started blistering quite quickly,suggesting they were not well prepared. | Comments fed back to Property Services. PS regularly review the painting process with manufacturers, taking into account weather conditions, to ensure the finish is consistent and durable. | ✓ |
| 121 | July -Sept 2014 | WP | External/Internal redecoration work Frobisher Crescent - first stage consultation with residents completed. Painting specification being reviewed to incorporate 'non-standard' items, e.g. window shutters. Why are window shutters being decorated so soon after completion of building works. | Internal to commence approx Feb 2015. External redecoration to commence March/April 2015. House Group requested works to window shutters at their AGM. Internal SLA between BEO & Barbican Arts Centre requires both parties to liaise with each other when any works are to be carried out. | |
| 120 | July -Sept 2014 | HO | External redecoration for Breton, Ben Jonson commenced and going well.No major issues have been escalated to Project Board | Work almost complete and feedback on resident walkabouts was positive | ✓ |

APPENDIX 5
SERVICE LEVEL AGREEMENT REVIEW - OPEN SPACES 2014

| | <u>Quarter</u> | <u>Source</u> | <u>COMMENT/QUERY</u> | <u>RESPONSE/ACTION</u> | <u>COMPLETED</u> |
|-----|----------------|---------------|---|---|------------------|
| 150 | Oct - Dec 14 | RCC | BEO reviewing drainage problems in Thomas More Garden | Drainage engineer to review the areas. | |
| 149 | Oct-Dec 2014 | RC | Positive comments received about the bulb planting in the private gardens. BEO to assist facilitating future events with Open Spaces | For comment only. | ✓ |
| | | | | | |
| 147 | July-Sept 14 | HO | Weeds on steps leading up from above waterfall | Passed on to OS. (Update) this area is now being spot checked and maintained by a specially trained member of Barbican Cleaning Team. | ✓ |
| 145 | July-Sept 14 | SURV | Comments from 2014 resident survey (common themes/trends) - would like much greater reduction in the size of trees in Thomas More Garden. | Passed to Open Spaces. | |
| 144 | July-Sept 14 | HO | Ivy removed from garden bed at the east end of Ben Jonson Place. This was due to ivy damaging fabric of the building. Ivy also on Seddon Highwalk. | Open Spaces confirm there are plans for replanting. Plants from planters in St Giles's Terrace to be moved there and more plants will be ordered if need be. Root shrubs from original shrubs were maintained in the bed and these should regenerate. (Update) Seddon Highwalk - before Christmas this area was professionally cleared using a cherry picker. | ✓ |
| 127 | Jul - Sep 12 | HO | Various difficult to access areas (eg Thomas More Hanging Gardens, The Postern, Sculpture Court) - problems with safety equipment currently being reviewed. | Thomas More Hanging Gardens - quote from contractor. Listed Building Consent application rejected by Planning Department currently being reviewed again. (Update) following the previous application being rejected by Planning a new application is being put in. | |

APPENDIX 6

SERVICE LEVEL AGREEMENT :LANDLORDS COMMENTS

| | <u>Quarter</u> | <u>Source</u> | <u>COMMENT/QUERY</u> | <u>RESPONSE/ACTION</u> | <u>COMPLETED</u> |
|---|-----------------|---------------|---|---|------------------|
| 9 | Oct - Dec 2014 | RCC | Stair edging alternatives have now been agreed by Planning. To rollout across the Estate following on from Beech Gardens project. | Tiles for the rest of the estate have now been ordered. | |
| 8 | Oct - Dec 2014 | RCC | COL insignia removed by Heron. BEO liaising with City Surveyors regarding replacement of the sign. | Heron have now agreed to pay for a replacement sign. Order placed awaiting confirmation of installation date. | |
| 7 | Oct - Dec 2014 | RC | Inspection regime for podium is not adequate. Issues such as items left out on podium for long periods of time, pooling of water/blocked drains, broken tiles should be inspected more frequently. | | |
| 6 | Oct- Dec 2014 | HO | Benches (in the same style as the old ones) have now been installed at Ben Jonson Highwalk & St Giles Terrace by Open Spaces/Dept of the Built Environment. The BEO will maintain & manage these going forward. | For comment only | |
| | | | | | |
| 5 | Apr -June 2014 | WP | PS to update on revised drain clearance programme for the estate. Will this programme include more frequent checks of the expansion joints? | 3 x blocks scheduled - balcony & roof drain clearance programme commenced. Other blocks to follow on a planned maintenance programme. Remaining blocks programmed and will include checks on expansion joints. ALSO MAJOR WORKS | |
| 4 | Apr-June 2014 | HO | Work to plinths/gravestones on St Giles' Terrace. | Specialist contractor to complete conservation clean. BEO to fund - future ongoing maintenance to be agreed. Works commenced on 9 January 2015. | |
| 3 | July- Sept 2014 | WP | Ben Jonson House Podium drains - update to be provided by PS | Works to the podium drains in front of Ben Jonson House (south side) commenced in October. This involves new drainage channels to divert water to new downpipes & guide water to new gullies which exit via the car park. Car park drains also being checked. Outcome of this work will be monitored. Works completed with no issues identified. PS continues to monitor. | |
| 2 | July-Sept 14 | SURV | Timber planters with struggling laurel are not acceptable. | Planters reviewed annually and replaced subject to funding. | ✓ |

APPENDIX 6
SERVICE LEVEL AGREEMENT :LANDLORDS COMMENTS

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|---|------------|----|--|--|--|
| 1 | Jan-Mar 14 | HO | Podium plinths Ben Jonson Place - the Dept. of the Built Environment, BEO and Planning Dept. are carrying out a joint exercise looking at a method for re-tiling these plinths so that the tiles remain stuck on which may involve a different design or shaped tile. Can broken tiles be removed from around the plinths. | Specification has been agreed. Delays due to manufacturing of specialised tiles. Latest scheduled timelines for works - end of February/March. HOs to monitor broken tiles left around the plinths & arrange for them to be removed. | |
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Appendix 7. Barbican KPIs 2014-15

| Title of Indicator | Actual 2013/14 | TARGET 2014/15 | OCT- DEC 2103 | JAN- MAR 2014 | | APR- JUN 2014 | JULY- SEPT 2014 | OCT- DEC 2104 | JAN- MAR 2015 | PROGRES S AGAINST TARGET | SUMMARY |
|--|-------------------|-------------------|---------------------|---------------------|--|---------------------|-----------------------|---------------------|---------------------|--------------------------------|--|
| Customer Care | | | | | | | | | | | |
| Answer all letters satisfactorily with a full reply within 10 working days | 83% | 100% | 96% | 96% | | 98% | 98% | 94% | | ☹ | 3 letters out of 52 were over the time period. |
| Answer all emails to public email addresses within 1 day and a full reply to requests for information within 10 days | 96% | 100% | 89% | 96% | | 100% | 97% | 94% | | ☹ | 2 emails out of 31 were over the time period. |
| To resolve written complaints satisfactorily within 14 days | 92% | 100% | 100% | 100% | | 100% | 100% | 100% | | ☺ | 0 complaints |
| Repairs & Maintenance | | | | | | | | | | | |
| % 'Urgent' repairs (complete within 24 hours) | 98% | 95% | 98% | 98% | | 96% | 100% | 97% | | ☺ | |
| % 'Intermediate' repairs (complete within 3 working days) | 96% | 95% | 98% | 97% | | 98% | 100% | 98% | | ☺ | |
| % 'Non-urgent' repairs (complete within 5 working days) | 96% | 95% | 98% | 94% | | 95% | 100% | 99% | | ☺ | |

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|--|--|----------------------------------|---------------------------|----------------------------|--|-------------------------|-------------------------|---------------------------|----------------------|----|--|
| % 'Low priority' repairs (complete within 20 working days) | 95% | 95% | 96% | 92% | | 95% | 100% | 100% | | 😊 | |
| Availability % of Barbican lifts | n/a | 99% | Tower lifts 97.08% | Tower lifts 99.21% | | Tower lifts 99.57% | Tower lifts 99.84% | Tower lifts 98.98% | Tower lifts % | ☹️ | 0.02% under target |
| | | | Terrace lifts 99.42% | Terrace lifts 99.06% | | Terrace lifts 99.74% | Terrace lifts 97.53% | Terrace lifts 97.96% | Terrace lifts % | ☹️ | A number of lifts (5) were the main contributors to the drop in performance for Q3 compared to the target. An issue has also been discovered with the contractor putting the lift out of service when service maintenance is being carried out |
| Percentage of communal light bulbs - percentage meeting 5 working days target | 85% | 90% | 96% | 100% | | 93% | 94% | 96% | | 😊 | |
| Background heating -percentage serviced within target. Total loss 24hrs/ Partial loss 3 working days | Total 74% Partial 92% | Total 90% Partial 90% | Total 85% Partial 100% | Total 100% Partial 100% | | n/a | n/a | Total 95% Partial 100% | Total % Partial % | 😊 | |
| Communal locks & closures - percentage of repeat orders raised within 5 working days of original order | Will 0% Ben J 0% Sed 0% | 0% | 0% | 0% | | 0% | 0% | 0% | | 😊 | |

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|---|-----|-----|-----|------|--|-----|------|------|--|---|--|
| Replacement of lift car light bulbs - percentage meeting 5 working days target | 90% | 90% | 83% | 100% | | 96% | 100% | 100% | | 😊 | |
| Estate Management | | | | | | | | | | | |
| House Officer 6-weekly joint inspections with House Group representatives monitoring block cleaning - good and very good standard | 94% | 90% | 82% | 97% | | 86% | 98% | 92% | | 😊 | |
| House Officer 6-weekly joint inspections with House Group representatives monitoring communal window cleaning - good and very good standard | 91% | 80% | 79% | 95% | | 79% | 88% | 87% | | 😊 | |
| House Officer 6-weekly joint inspections with House Group representatives monitoring podium cleaning - good and very good standard | 94% | 80% | 96% | 90% | | 84% | 93% | 91% | | 😊 | |

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|--|-----|-----|------|------|--|------|------|------|--|---|--|
| House Officer 6-weekly joint inspections with House Group representatives monitoring car park cleaning - good and very good | 94% | 80% | 84% | 97% | | 69% | 97% | 100% | | 😊 | |
| Open Spaces | | | | | | | | | | | |
| To carry out variations/additional garden works (other than seasonal works and unless other timescale agreed) within 6 weeks (30 working days) of BEO approval | 94% | 80% | 100% | 100% | | 100% | 100% | 100% | | 😊 | |
| Major Works | | | | | | | | | | | |
| % Overall Resident satisfaction of completed Major Works Projects (£50k+) | 96% | 90% | 95% | n/a | | n/a | n/a | n/a | | 😊 | |