

GOLDEN LANE ESTATE

SERVICE LEVEL AGREEMENT

1 Golden Lane Estate – An Introduction

The whole area from London Wall to Old Street was destroyed in a single night of bombing during the Second World War. The area lay abandoned for many years. However, in 1951 the City of London Corporation announced a competition to design a residential estate on Golden Lane, as it was concerned about the depopulation of the City and surrounding area following the end of the war. The winning design, by architects Chamberlin, Powell and Bon, proposed the creation of an urban village with a range of community facilities. The idea was to provide high-density housing for those who needed to live near the City.

The estate is formed of 557 units and six guest rooms housed in nine blocks, with 20 shops, a public house, a community centre, leisure facilities, and underground parking. Construction of the estate began in 1953 and was completed in 1962.

The Estate was listed Grade II, with Crescent House being Grade II* in 1997 by the then Department of Culture, Media and Sport on the basis of advice from English Heritage. Its listed building status ensures that the architectural and historic interest of the building is carefully considered before any decisions are made about the future of the buildings or before any alterations, either internal or external, are undertaken.

Despite being 50 years old Golden Lane Estate is still very popular as a place to live and with modern day architects. In 2008 the estate won the Housing Design Awards best design for 1960s housing construction. Golden Lane Estate was chosen, along with five other historic schemes to represent some of the best housing design of each decade since the 1950s.

The first tenants' association was started in 1963, with owners on the estate forming their own association a decade later in 1973. In 2007, after the introduction of service charges for tenants, a merger of the two associations was proposed and agreed. In September 2008, the newly formed Golden Lane Estate Residents Association held its inaugural meeting.

The Estate staff consists of an Area Housing Manager, two Resident Estate Officers and porter/cleaning staff.

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2 General

2.1 What is a Service Level Agreement?

A Service Level Agreement is a 'living' document that is reviewed regularly that describes the minimum performance standards a provider promises to meet while delivering a particular service to its customers. In this case it describes the level and type of service you can expect from the Department of Community and Children's Services as your landlord at Golden Lane Estate. This document will be reviewed formally every two years but amendments may be made in between reviews depending on residents' changing priorities. Changes to the level of service could lead to a corresponding increase or decrease in cost.

2.2 Job 'Descriptions'.

The three principle roles that affect the day to day running of Golden Lane Estate are the Area Housing Manager the Resident Estate Officers and the Neighbourhood Manager.

Probably the most important of the three roles is that of the Resident Estate Officer, of which you have two on the estate. This front line, customer facing position will usually be the first point of contact for visitors and residents needing to visit the estate office. They will be able to assist with all enquiries and where they are unable to answer questions or deal with an issue themselves they will be able to direct the visitor to the most appropriate person.

The Resident Estate Officers are supervised by the estate's Area Housing Manager. In addition to having supervisory responsibilities the Area Housing Manager deals primarily with all landlord and tenant issues on the estate including rent collection, enforcing the tenancy agreement and neighbour disputes. The Area Housing Manager will ensure that the services provided by the department are high quality and customer focused.

The Neighbourhood Manager, whilst having overall management responsibilities for the residents that live on the estate and the staff that work there, plays a more strategic role in leading the delivery of service provision and improvement to ensure equality, sustainability and value for money.

2.3 Golden Lane Estate Office

To maintain a presence within the Golden Lane Estate Office. The current office hours are;

Monday to Friday 8am – 4pm
Periodic Saturday surgeries for residents who work.

Phone: 020 7253 2556
Fax: 020 7253 5426

E-mail: goldenlane@cityoflondon.gov.uk

2.4 Out of Hours Emergency Service

An Out of hours emergency service is provided Monday to Thursday between 5pm and 8am, and 5pm Friday to 8am Monday by calling 020 7253 2556.

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

2.5 Communication

Offer transparency at all times, of all procedures, with ease of access, in accordance with the Freedom of Information Act 2000, to all relevant information.

2.6 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.

2.7 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 at least one working day
- 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.
- 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

2.8 Personal Callers

- Provide a welcoming, well kept and clean environment for visitors to the Estate Office
- Provide a helpful and courteous service to all visitors within 10 minutes of arrival or keep them informed at similar intervals if they are likely to wait longer
- Keep all appointments promptly

2.9 Estate Inspection

- Daily inspection of communal parts of the Residential Estate by the Resident Estate Officer the results of which to be entered on a checklist for inspection in the estate office as necessary.
- Report and monitor repairs and other matters identified through inspections to the Repairs Line.

2.10 Complaints

- Comply with the timescales in the City of London’s formal Complaints Procedure, particularly when Health and Safety or Social services are concerned
- For more general observations on the upkeep of the estate, a Record Book is kept on the counter in the Estate Office for residents to make comments as and when the need arises. The Record Book is read at the end of each day by the Area Housing Manager and appropriate action taken
- Resolve official complaints where possible within 10 working days and otherwise as quickly as possible.

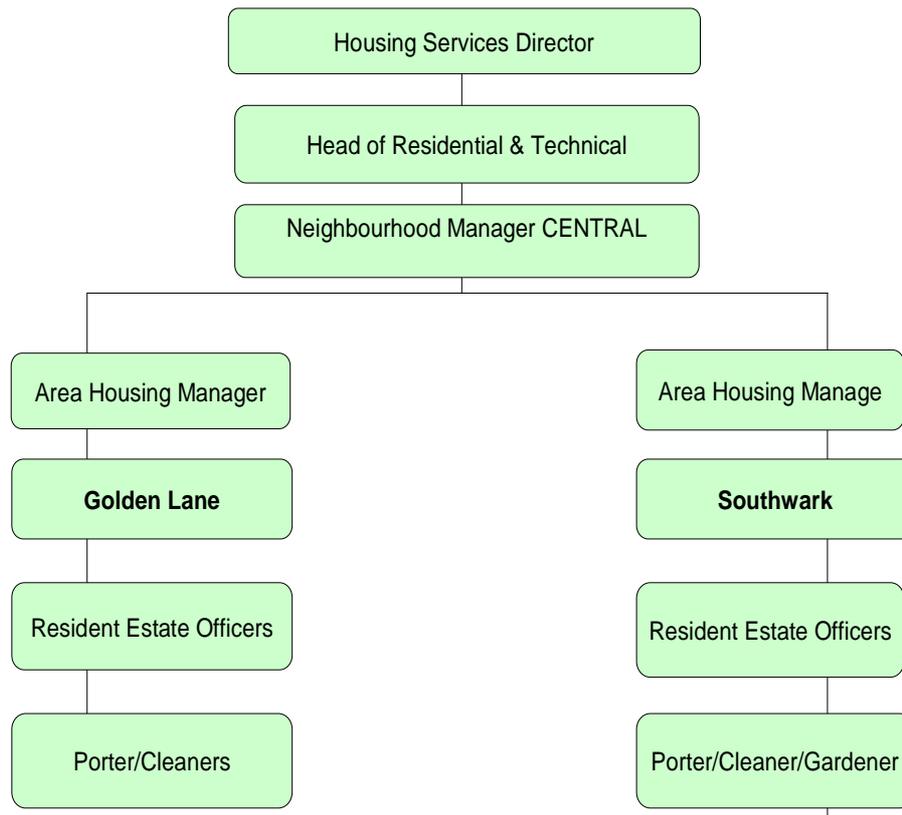
2.11 Residents’ Association

Golden Lane Estate is served by one residents’ association which is combined of both secure tenants and leaseholders. The name of the association is;

Golden Lane Estate Residents’ Association or GLERA for short.

2.12 Staff Organisation Chart

Housing – Residential & Technical: Neighbourhood CENTRAL



3 Golden Lane Estate Office Responsibilities

3.1 The Golden Lane Estate Office will:

- ensure a safe and secure environment for residents through the supervision of quality checking and monitoring of repairs and maintenance services to ensure the required standard
- supervise authorised and unauthorised use of the Car Parks
- maintain visual checks throughout the public areas of the Estate
- monitor and report Estate wide safety issues and incidents
- liaise and consult with residents, both formally and informally
- develop and maintain excellent relations with external community services departments such as Police and Social Services
- provide value for money by close internal scrutiny of costs, whether these represent funds locally disbursed for goods and services, or internal allocations of cost arising out of time spent as recorded on the Monitoring Form
- 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 costs, which are included in the service charge
- provide residents with performance monitoring data as set out in the Service Level Agreement, i.e. checklists
- consult residents on criteria, evaluation and selection of service providers for Estate based services, e.g. cleaning, gardening and Block or Estate specific projects prior to procurement and the start of works.
- enforce tenancy and leasehold agreements.
- accept from residents notice of breakdown and repairs needed in common parts and report such issues direct to the appropriate partner, monitoring progress accordingly.

4 Customer Care, Supervision and Management

The Golden Lane Estate Office recognizes that residents are its customers and is committed to delivering a high quality and responsive housing and estate management service. The Office will achieve this through obtaining best market value with regard to: the employment of helpful and competent staff who are well organized and motivated; robust performance monitoring systems via the Area Housing Manager; the provision of appropriate facilities; procurement and management of services; efficient administrative and accounting services; and effective planning, scheduling and prioritisation of works.

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

4.1 Resident Services

These include:

- Appropriate advice and information services through the Golden Lane Estate Office and the Technical Services Department
- Dealing with enquiries regarding the allocation of Storage Sheds
- Administrating temporary Car Parking Permits for residents and their visitors. Reconciling and banking of monies associated with this function in accordance with financial regulations
- Holding resident keys, as and when requested, to be issued to named individuals by the Golden Lane Estate Office
- Management of Block Key Cards
- Reciprocal responsibility re communication to residents around changes to services and property management

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

4.2 Buildings Management

This includes:

- Estate inspections
- Providing a secure estate and controlling access
- Surveying services (works and services costs are included in the relevant Service Level Agreements)
- Procurement and management of contracts (works and services costs are included in the relevant Service Level Agreements) – Estate based contracts should be within this Service Level Agreement; City wide contracts should be covered elsewhere
- Asset management
- Management of Guest Rooms and liaising with Community Centre management to ensure they operate within the terms and conditions of their license.

4.3 Financial Management

This includes:

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

4.4 Administration and Legal

This includes:

- Payroll services
- Personnel management
- Purchasing
- Landlord's consents

4.5 Information and Communication Technology

This includes:

- Provision of computer and internet access for residents restricted to internet access of Corporation website and emailing the Corporation.
- Provision of telephone for Repairs and Maintenance issues.

4.6 Measuring Service Level Agreement Performance

The Customer Care, Supervision and Management Service Level Agreement's performance is measured through

- Close monitoring by Housing Managers of achievement against a series of local departmental and statutory performance targets, including those in the Departmental Business Plan
- Joint inspections with Residents' representatives by Housing Managers
- Housing Managers issuing service delivery monitoring reports with actions and timescale to managers, officers and contractors
- Housing Managers monitoring deficiencies in service levels which have been identified by residents or their representatives
- Compliance with Corporation and Resident Service Level Agreement 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
- The analysis of Resident satisfaction surveys
- The analysis of complaints
- Management of buildings as set out in the Service Level Agreements for Estate Management, Property Maintenance and Open Spaces.

5 Estate Management

The Golden Lane Estate Office 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 after agreeing with residents from the start of the process.

The objective of the service is to provide a clean, safe, peaceful and secure environment for residents and their visitors. This is achieved by the staff and/or contractors carrying out a programme of scheduled and reactive cleaning, refuse collection services and through a window cleaning contract to a standard agreed between residents and the City and subject to regular checks.

5.1 General Cleaning Services

Cleaning services (to quality standards subject to regular review with residents) apply to all common parts of the Estate both internal and external and are undertaken on the working

days Monday – Friday unless a variation has been agreed. They will undertake the following tasks at the stated frequencies:

Activity	Frequency	Standard
Provide replacement recycling bags from Estate Office	Always available stock of bags	
Check chutes/hatches for blockages and unblock where necessary	Daily	All chutes are blockage free at least once in every 24 hour period
Clean bin store interiors – sweep, mop and disinfect	Daily – to follow collection of refuse	Bin store free of rubbish and grime and dirt build up removed
Clean lift lobbies, entrance lobbies, both sides of external glass doors , both sides of lift doors and all associated fixtures and fittings	Daily	All visible, extraneous marks, stains and liquids to be removed
Clean lift floor, runners, walls, lift control panels, mirrors and internal doors	Daily	All visible, extraneous marks, stains and liquids to be removed
All common parts and areas should be inspected for any new repairs, maintenance, cleaning and security issues	Daily – activity performed by the Resident Estate Officer or Area Housing Manager	Log of inspections maintained; Log of issues found
Track repairs and maintenance issues through to resolution, and escalate according to SLA standards (e.g. security issues – faulty locks/doors, broken windows, faulty lights; and others – graffiti, etc.)	According to Service Level Agreement standards	All issues logged and escalated within SLA standards
Clean Play areas	Daily	All visible, extraneous marks, stains and liquids to be removed; Remove any items causing a health and safety issue
Sweep ground floor flat access walkways (under overhangs)	Weekly	
Sweep and then mop	Every two weeks	To pick up litter

external communal staircases and walkways		And sweep clean
Sweep out lift thresholds, clean lift metal thresholds	Weekly	Disinfect
Sweep and then mop interior corridor floors	Sweep Weekly; mop fortnightly	
Brush and then wash down disposal chute doors, handles and surrounding surface	Monthly	
Disinfect external door handles that face disposal chutes	Monthly	Grime and dirt free door handles
Deep clean internal and external lift control panels and internal and external lift door surfaces	Weekly	Cleaned and polished surfaces
Clean door entry system buttons and panels, hand push door panels and all panels on door entrances (internal and external)	Main doors (all except basement) Daily Basement doors (Monthly)	Grime and dirt free surfaces
Clean interior glass and walls	Monthly	Smear free glass and grime and dirt free walls
Clean communal - doors, frames and window sills, and doors to fire escapes	Monthly	Grime and dirt free
Dust utility cupboard doors	Monthly	Cobweb and dust free
Wash down wooden panelling in interior corridors	Monthly	Grime, dirt and smear free
Inspect and clean flat roofs	Inspect every six months; Clean as necessary	
Unblock drain gullies and pipes	Every three months – and as required	
Remove dumped items	Daily	All dumped items to be removed within 24 hours
Maintain and update notice boards	As required – at least weekly	Old notices to be removed within 1 week
Provide up to date welcome packs for all new residents and point out main points clearly such as the use of chutes, chutes	At tenant sign-up; Leaseholders to be given pack at assignment	Welcome pack should be comprehensive for all services and details of estate matters, e.g. play areas, including details of meetings, contact details

noise levels etc.		e.g. including residents association
Strip and reseal tiled floor areas in entrance areas	Annual	
Clean cobwebs in external overhangs and external entrances	Every six months	
Empty communal bins	Twice daily for small bins, daily for others – or as required	
Clean communal bins	Weekly	
Access roads and car park – to be kept clean and clear	Weekly	
Salted/gritted	As required	
Parking to be monitored on all roads and illegal parking to be dealt with	As it occurs	
Barriers and gates to be maintained		
Basterfield House service road gates to be monitored and locked	8am to 5pm, Monday to Friday	
Pigeons to be controlled to reduce pigeon numbers and prevent nesting	Weekly	

* 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:

- Emergency cleaning tasks, e.g. floods, hygiene cleaning to remove health risks
- Removal of bulk rubbish and household items is carried out “free of charge” by direct contact with the Corporation’s Cleansing Services but the Golden Lane Estate Office will arrange for abandoned items to be removed as required
- Removal of graffiti – offensive graffiti to be removed the same day, otherwise within one week
- Replacement of damaged window boxes provided by the City
- Pigeon droppings to be cleaned as required satisfying health and safety requirements.

The City of London contractors and/ or its agents will be responsible for cleaning up of any works carried out on the Estate that they are responsible for, e.g. such as when fitting out for Decent Homes project.

5.2 Window Cleaning Services

Window cleaning in ground floor communal areas of all blocks to be carried out every 3 months in accordance with window cleaning contract

Great Arthur House to have all glazing, including yellow panels, cleaned approximately every six months.

5.3 Parking and Security Services

The Golden Lane Estate Office staff will report any general aspects which are suspicious or a nuisance including:

- preventing unauthorised access by pedestrians or vehicles
- patrolling garage areas
- maintaining an up-to-date incident log
- controlling access and keys to secure areas and ensure access gates are kept in good working order
- ensuring the correct parking of vehicles within the garage areas and the allocation and ticketing of temporary parking
- reporting any defects within the garage areas, including lighting and leaking pipes, to the contractor for repair
- recording, reporting and dealing with complaints and requests from residents
- monitoring the progress of any repairs reported
- reporting to the police any incidents of criminal activity including breaches of security
- assisting visitors and residents with guest parking and directions.

5.4 Performance monitoring and reporting

Performance against appropriate and agreed targets will be monitored and reported to residents through the residents' association at the scheduled quarterly meetings. Accurate records of call-outs and health and safety certification will be maintained by the Area Housing Manager.

The Estate Management Service Level Agreement performance is measured through this document and:

- compliance with City of London standards and procedures
- accurate parking allocation records
- defects and incident reporting records
- complaints monitoring records
- records of cleaning standards and frequency and adherence to publicised cleaning schedules
- exceptional reports
- continual consistency of staffing cover

- weekly spot checks by senior managers
- adherence to published window cleaning schedules
- the use of annual resident satisfaction surveys

- close monitoring by Area Housing Manager of achievement against a series of local departmental and statutory performance targets, including those in the Departmental Business Plan
- joint inspections with Residents' Association representatives and the Area Housing Manager on a monthly basis
- Area Housing Manager issuing service delivery monitoring reports with actions and timescales to managers, officers and contractors
- Area Housing Manager monitoring and rectifying deficiencies in service levels which have been identified by residents or their representatives.

* In cases of absences of staff due to unexpected leave and/or sickness absence a variation from the agreed performance standard may be implemented temporarily over a period of 48 hours only to organise agency staff.

6 Property Maintenance

The City of London through its repairs partnership will provide a general diagnostic and repair service for the fabric and common parts of the residential areas of the Golden Lane Estate. The services provided fall into the broad categories of planned maintenance or repairs and maintenance and will be delivered by staff employed directly by the Corporation or by contractors approved by the Corporation and the Residents.

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, 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 inspections of electrical installations
- annual testing and inspections of fire and safety equipment
- monthly inspections of all cold water storage tanks in common parts
- asbestos management in common parts.

See Technical Services Service Level Agreement.

7 Major Works

The Area Housing Manager and the Technical Services Division on behalf of the Estate will provide Major Works' services either directly or through a sub-contractor for the necessary maintenance and improvement of the fabric of the Golden Lane Estate. The Area Housing Manager and the Technical Services Division on behalf of the Estate will supervise and monitor the performance of the service and be the first point of contact for the purpose of consultation.

The objective of the service is to deliver projects improving the fabric and standards of the Golden Lane Estate 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 and Exterior Cyclical Redecoration
- Health, safety and security
- Feasibility studies concerning decommissioning/replacement/repair
- Development of outline specifications
- Consultation with residents
- Tendering procedures
- Contract Management

See Technical Services Service Level Agreement

8 Open Spaces on Golden Lane Estate

This section applies to the external contractors supervised by the Estate based staff and assisted by the Gardening Group and where cleaning and litter picking is mentioned, it is the responsibility of Corporation staff.

Open spaces within the Golden Lane Estate will be maintained by specialist contractors.

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 Golden Lane Estate.

8.1 Garden Maintenance

To maintain grounds in accordance with specified contract.

Activity	Frequency
Tree maintenance	Watering of young trees as required, specifically during drought periods plus checking of stakes and ties. All trees surveyed professionally bi-annually and replaced as required by appropriate trees for the surroundings

Litter picking from gardens (Estate Staff)	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.
Cleaning and maintenance of residents' garden seating (Estate staff)	Birdlime removed as occurring. Repainted/stained once a year (winter). Applies to enclosed gardens only
Weed Removal	Use of organic, harmless weed-killer as required. To include surrounding paving

8.2 Lake Maintenance

Activity	Frequency
Litter picking from lakes (Estate staff)	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 with 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

8.3 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 Golden Lane Estate Office.

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 Golden Lane Estate Office.

Litter picking within the communal garden areas is the responsibility of Corporation cleaning staff.

Cleaning including sweeping of the pathways and play areas within the communal garden areas is the responsibility of the Golden Lane Estate Office.

8.4 Winter Works Improvement Programme

The period between November and March is traditionally the time when gardens around the City are improved through relandscaping/replanting.

8.5 Other Considerations

Restrictions on some activities apply to avoid nuisance being caused to residents and these are set out in the gardening 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 8am and 6pm
- Noise restrictions (i.e. non-use of loud machinery) shall be observed when and where appropriate and in accordance with the agreement.

Grounds maintenance staff will generally operate between the hours of 8am to 6pm Monday to Saturday. It should be recognized 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 City of London officers. Performance against appropriate and agreed targets will be monitored by the Estate Office and is reported to residents through the Residents' Association as and when business demands at the scheduled meetings.

8.6 Gardening performance measurement

Gardening Service Level Agreement performance is measured by:

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

9 The Cost and Basis of Charging for Services

The services covered by this Service Level Agreement are charged for in accordance with both general statutory regulations and the specific terms set out in the Tenancy Agreement or Lease for each property. The basis for calculating each service charge will be “best market value” – this concept recognises that the lowest initial cost does not always represent the best market value in the longer term.

The City of London should be able to demonstrate that their charges are reasonable and represent best market value and that these charges will provide residents with an agreed and appropriate level of service. Charges should be subject to review on a regular basis and such review shall also take into account the level of resident satisfaction with the service provided.