

HOUSING SCRUTINY SUB-COMMITTEE 01 MARCH 2022

Report title: Estate Services Improvement Plan

Wards: All

Portfolio: Cabinet Member for Housing and Homelessness: Councillor Maria Kay

Report Authorised by: Neil Euesden, Director for Housing.

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REPORT SUMMARY

This is the estate improvement plan for 2022-2023. It details work we are doing to ensure that we reach our KPI for resident satisfaction for estate cleaning and grounds maintenance. It also presents an overview of the key projects that contribute to our aspiration to make Lambeth estates great places to live and work.

FINANCE SUMMARY

All of the actions within the Improvement Plan are to be funded from existing approval budgets and there are no additional financial implications arising from the recommendations of this report.

RECOMMENDATIONS

1. To note and provide comment on the Estate Service Improvement Plan 2022.
2. To discuss a proactive and robust monitoring and planning regime for Lambeth estates.

SPECIAL CIRCUMSTANCES JUSTIFYING URGENT CONSIDERATION

The Chair is of the opinion that although this report had not been available for at least five clear days before the meeting, nonetheless it should be considered now as a matter of urgency because this item of business was requested by the Sub-Committee and this is the last available meeting of the municipal year.

1. CONTEXT

- 1.1 There have been a number of changes in the way services are provided on Lambeth Housing Estates:
 - a. Our grounds maintenance service is now carried out by Lambeth Landscapes;
 - b. Internal cleaning is provided by a block cleaning and concierge contract with Pinnacle; and,
 - c. External cleaning now forms part of the SERCO boroughwide waste and street cleaning contract. The contract is managed through Environment team but Housing have a key role to play to ensure that services in estates meet the standards expected.
- 1.2 The attached Estate Improvement Plan seeks to pull in all of the main contracts and SLAs affecting housing estates into one comprehensive plan that drives up satisfaction with services and standards on housing estates.
- 1.3 It also looks at other services that are provided on estates which affect satisfaction with our services, and includes reference to key projects across individual and groups of estates which will impact the quality of services and demonstrate to residents that we are investing in our estates.

2. PROPOSAL AND REASONS

- 2.1 This report is provided to accompany the Estates Services Improvement Plan 2022
- 2.2 The Estates Services Plan is a comprehensive plan to address areas, of strength, areas where service improvement is required and projects that will have a positive affect on estates and satisfaction levels
- 2.3 We understand that enhanced cleaning or improved grounds maintenance are insufficient to drive up satisfaction. We are looking to drive up standards through better cleaning or gm but also by looking at assets such as a block or an estate through the eyes of the residents and stating what is needed to make that block or estate a great place to live. So we have included CCTV, play facilities, block communal repairs and pest control.
- 2.4 Where projects and funding already exist such as Claremont East Estate we will look to ensure that we cover a range of environmental improvements that will improve well being and satisfaction on the estates
- 2.5 We have also included steps we are taking to monitor our estates and drive up performance. This will include the development of estate improvement plans which take a holistic view of the estate and incorporate all factors that could influence satisfaction,
- 2.6 Timescales for this report are included in the plan. These enable the report to be scrutinised

3. FINANCE

- 3.1 This report and the accompanying strategy bring together existing activities and plans into a single Estate Service Improvement Plan and is within existing approved budgets.
- 3.2 There are no additional financial commitments arising from the recommendations of this report.

4. LEGAL AND DEMOCRACY

- 4.1 Section 105 of the Housing Act 1985 requires the council to have arrangements as it considers appropriate to enable those of its secure tenants who are in its opinion likely to be substantially affected by a matter of housing management to be informed of the proposals and make their views known. A matter is one of housing management if it relates to the management, maintenance, improvement of dwelling-houses or the provision of services or amenities in connection with such dwelling-houses. There are no equivalent consultation provisions in respect of leaseholders, but in the event there is any recharge to leaseholders for the works to the building and or estate, for works or services under a qualifying long term agreement, the council will need to comply with the consultation requirements of section 20 of the Landlord and Tenant Act 1985 and the Service Charges (Consultation Requirements)(England) Regulations 2003.
- 4.2 Section 149 of the Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to:
- a. eliminate discrimination, harassment, victimisation and other form of conduct prohibited under the act; and,
 - b. to advance equality of opportunity and to foster good relations between persons who share a relevant protected characteristic (age, disability, gender re-assignment, pregnancy and maternity, race, religion and belief, sex, and sexual orientation) and persons who do not share it.
- 4.3 Having regard to the need to advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it involves having due regard, in particular, to the need to:
- a. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b. take steps to meet the needs of the persons who share that characteristic that are different from the needs of persons who do not share it; and,
 - c. encourage persons of the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 4.4 Compliance with the above public sector equality duties may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act.
- 4.5 The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken. An Equality Impact Assessment has been made reviewed and updated as discussed in paragraph 7 below.
- 4.6 There were no further comments from Democratic Services.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 In making decisions and co-producing services, engagement is key. This section enables the consultation that has been undertaken to be highlighted. Include a summary of the views received from external and/or internal consultation.
- 5.2 The overall plan has not gone out to wider consultation for the following reasons

- a. Individual parts of it have been discussed through a series of residents events, consultation by newsletter and email consultation. Residents on specific estates have been consulted on plans that affect the estate that they live on.
- b. For larger projects such as Claremont there have been a series of resident meetings. The details of these meetings have already been included when gaining the necessary authorisation to proceed with the project.
- c. The improvements to biodiversity are jointly led with Parks team and are produced as a result of on site meetings with residents. Ward councillors will also be updated. Additionally, we hold quarterly cross borough gardening forums to a wide group of committed gardeners, and groups such as Open Orchard and Incredible Edible Lambeth.

6. RISK MANAGEMENT

6.1 The below table details potential risks associated with the Estate Improvement Action Plan.

Table 1 – Risk Register

Item	Risk	Likelihood	Impact	Score	Control Measures
1	That changing the pruning or cutting regime may lead to more complaints and reduction in satisfaction	3	2	6	Estate newsletters and signage explaining climate change will be provided to reduce the likelihood. Housing staff to receive biodiversity training to mitigate the complaints
2	That there will be leaseholder challenge	3	2	6	A less evere gardening regime is no less expensive as it requires more frequent visits. Explanations will be given when challenged
3	That EV procurement will be affected by the availability of grants	2	2	4	We are working with the transport strategy team to ensure that estates are part of the wider EV procurement
4	That contractors will not be able to deliver the cleaning improvements	2	4	8	A robust monitoring regime will ensure that satisfaction will improve
5	That there will be delays in delivery of the projects	3	2	6	We are working collaboratively with known contractors to deliver the proposals. We have been successful so far. We have allowed for flexibility within our timescales

Key

Likelihood	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
Impact	Major = 8	Serious = 4	Significant = 2	Minor = 1

7. EQUALITIES IMPACT ASSESSMENT

7.1 AN EIA has not been completed for this report as all recommendations are part of business as usual or projects that have already been through the approval process. This report seeks to pull all estate services actions together in a comprehensive action report.

8. COMMUNITY SAFETY

8.1 Not applicable.

9. ORGANISATIONAL IMPLICATIONS

Environmental

9.1 All recommendations within the report have been put together to contribute to Lambeth's climate change agenda. Individual items such as EV projects will form part of Lambeth's overall strategy but through this report we are looking to ensure that climate change is at the heart of what we do. We will improve air quality through tree planting and the introduction of hedgerows. All our projects are glyphosate free. Our EV work will tie in with the council's transport strategy. This report ensures that Lambeth's estates are included in the wider strategies for climate change, improving air quality and improving biodiversity

Health

9.2 Parts of the reported actions will have a direct effect on the wellbeing and health of residents. Improved green spaces, cleaner and better maintained areas will positively impact the health of residents

Corporate Parenting

9.3 Not applicable.

Staffing and accommodation

9.4 Not applicable.

Responsible Procurement

9.5 Not applicable.

10. TIMETABLE FOR IMPLEMENTATION

10.1 Not applicable.

AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Maria Kay	Cabinet Member for Housing and Homelessness			
Bayo Dosunmu, Strategic Director	Resident Services			
Neil Euesden, Director of Housing	Resident Services	21.02.22	21.02.22	
Hamant Bharadia, Finance	Finance and Property	21.02.22	22.02.22	
Greg Carson, Legal Services	Legal and Governance	21.02.22	22.02.22	
David Rose, Democratic Services	Legal and Governance	14.02.22	22.02.22	

REPORT HISTORY

Original discussion with Cabinet Member	Ongoing
Report deadline	16.02.22
Date final report sent	22.02.22
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	N/A
Appendices	Appendix 1 – Estate Services Improvement Plan