

<b>Item No.</b> 23.	<b>Classification:</b> Open	<b>Date:</b> 14 September 2021	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Report of the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Housing and Community Engagement Scrutiny Commission	

## RECOMMENDATIONS

1. That cabinet note the recommendations from the housing and community engagement scrutiny commission arising from the scrutiny review of communal areas and resident experience on Southwark Estates in respect of estate cleaning and anti-social behavior, paragraphs 6 to 11.
2. That cabinet request that the relevant cabinet member reports back to cabinet on the recommendations within eight weeks.

## BACKGROUND INFORMATION

3. At its meeting on 14 October 2020 the housing and community engagement scrutiny commission received a report from the Director of Environment on Estate Cleaning. The report was presented by the Cabinet Member for Leisure, Environment and Roads, and the Head of Waste and Cleaning.
4. At its meeting on 1 December 2020 the commission received a report from the Strategic Director of Housing and Modernisation on anti-social behavior and noise on Southwark Housing Estates. The report was presented by the Cabinet Member for Public Health and Community Safety, and the Business Unit Manager responsible for the Anti-Social Behaviour service.
5. The commission considered and agreed a set of recommendations put forward by the chair of the commission at its meeting on 26 April 2021. The rationale and commission recommendations are set out at paragraphs 6 to 11.

## KEY ISSUES FOR CONSIDERATION

Set out below are the recommendations of the housing and community engagement scrutiny commission:

## Estate Cleaning Service

6. The Housing and Modernisation Department is the client department for the estate cleaning and estates grounds maintenance services. A service level agreement provides the standards for performance management, including KPIs. The service is entirely council run. Recent experience in the housing repairs service has shown us that internal client/provider models are not always the best way of managing services and driving up performance. In fact, these artificial client/provider models can create inefficiency and unclear lines of management responsibility. Unifying services can improve communication and provide a more clearly understood management structure.

Recommendation 1 - The Cabinet should ask for a review to be carried out of this model, comparing it with possible alternatives, and then decide if these arrangements should be changed for the estate cleaning service.

7. Our estate cleaning staff are not as well supported by council IT as they might be. Staff are not provided with council smart phones and have no access to data which would help them to see where cleaning activities might be focused. They also do not have easy access to online tools to report issues they see during their work, such as fly-tipping.

Recommendation 2 – A review of the IT support for estate cleaning staff be carried out, and additional support put in place where appropriate.

8. Adequate resources are in place to respond to urgent cleaning issues on estates, but widely understood and easy to use routes to report issues to the council are not.

Recommendation 3 - The council should develop an online tool for housing estate residents to use which enables them to report issues quickly and easily.

9. Key performance indicators in estate cleaning are a concern for the commission. Over a period of years, KPIs show almost 100% compliance with acceptable standards. KPIs routinely show very high levels of performance, even on estates that are not well-cleaned. KPIs are not accurately reflecting the reality experienced by residents of estates and they are not driving service improvement.

Recommendation 4 – Two actions should be put in place to help remedy this:

- a) There should be a complete review of KPIs currently being used as part of the service level agreement and only KPIs that can be used to

drive service improvements should be continued.

b) Residents should be given a direct role in assessing the quality of cleaning on their estate. Monthly online surveys should be sent to all residents on an estate, so that they can quickly and easily give their feedback. Consideration should be given on how residents who are digitally excluded can provide feedback, as well as residents being able to provide feedback by way of SMS texting.

### Anti-Social Behaviour

10. Many incidents of anti-social behaviour on Southwark estates are the result of individuals suffering mental health problems or crises. The council does a good job of linking up medical support or alcohol and drug abuse support for those individuals through the Multi-Agency Risk Assessment Conference (MARAC) process. However, other sources of support are equally important, for example, employment and training support services for those wishing to restart or change their working life.

Recommendation 5 - The Cabinet should review support arrangements to ensure a full range of support is being offered in these circumstances.

11. Officers described challenges during each new lockdown, created by a surge in domestic violence. People being isolated in a property with an abuser create a much higher risk of abuse. There have been significant increases in demand for domestic violence support services, and officers trained to deal with these situations.

Recommendation 6 - Cabinet should put in place protocols and plans (with ownership and accountability at senior officer level) to ensure that any future surges created by further lockdowns, mean the council is always able to match the surge in demand with additional resources. Similar arrangements should be considered to support those who become the victims of 'Cuckooing' (vulnerable individuals having their homes taken over by organised criminals). This is also an issue which has increased during lockdowns.

12. It is for the cabinet to decide whether or not to accept the scrutiny commission's recommendations.
13. Overview and scrutiny procedure rule 15.3 requires cabinet to consider and provide a written response to the report within two months.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Housing and Community Engagement Scrutiny Commission agenda and minutes -14 October 2020	Southwark Council Website	Amit Alva <a href="mailto:Amit.alva@southwark.gov.uk">Amit.alva@southwark.gov.uk</a>
<a href="https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&amp;MId=6816&amp;Ver=4">https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&amp;MId=6816&amp;Ver=4</a> (See item 5)		
Housing and Community Engagement Scrutiny Commission agenda and minutes – 1 December 2020	Southwark Council Website	Amit Alva <a href="mailto:Amit.alva@southwark.gov.uk">Amit.alva@southwark.gov.uk</a>
<a href="https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&amp;MId=6885&amp;Ver=4">https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&amp;MId=6885&amp;Ver=4</a> (See item 6)		
Housing and Community Engagement Scrutiny Commission agenda and minutes – 26 April 2021	Southwark Council Website	Amit Alva <a href="mailto:Amit.alva@southwark.gov.uk">Amit.alva@southwark.gov.uk</a>
<a href="https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&amp;MId=7064&amp;Ver=4">https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=551&amp;MId=7064&amp;Ver=4</a> (See item 5)		

## APPENDICES

No.	Title
None	

## AUDIT TRAIL

<b>Lead Member</b>	Councillor Gavin Edwards, Chair, Housing and Community Engagement Scrutiny Commission	
<b>Lead Officer</b>	Doreen Forrester-Brown, Director of Law and Governance	
<b>Report Author</b>	Everton Roberts, Head of Scrutiny	
<b>Version</b>	Final	
<b>Dated</b>	2 September 2021	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
	<b>Officer Title</b>	<b>Comments Sought</b>
	Director of Law and Governance	No
	Strategic Director of Finance and Governance	No
	<b>Cabinet Member</b>	No
	<b>Date final report sent to Constitutional Team</b>	2 September 2021