

<b>Item No.</b> 28.	<b>Classification:</b> Open	<b>Date:</b> 7 December 2021	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Response to 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>Cabinet Member:</b>		Councillor Stephanie Cryan, Council Homes and Homelessness Councillor Darren Merrill, A Safer, Cleaner Borough	

**FOREWORD – COUNCILLOR STEPHANIE CRYAN CABINET MEMBER FOR COUNCIL HOMES AND HOMELESSNESS AND COUNCILLOR DARREN MERRILL CABINET MEMBER FOR A SAFER, CLEANER BOROUGH**

**Councillor Stephanie Cryan, Cabinet Member for Council Homes and Homelessness**

I would like to thank Councillor Edwards and the Housing and Community Engagement Scrutiny Commission for their report and wide-ranging recommendations around cleaning, anti-social behaviour and domestic abuse on Southwark estates.

The quality of the estate cleaning service affects every resident on our estates. We need to ensure that high standards of cleanliness are maintained on estates and also that residents have a voice in determining how cleaning the service is provided and can quickly and easily tell us where improvements are needed. The recommendations in this report provide the framework to ensure that this happens and officers from Housing & Modernisation and Environment & Leisure are working closely together to take the actions that are necessary to deliver the required outcomes.

The Scrutiny Commission has recognised that anti-social behaviour on Southwark estates is sometimes linked to 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, but it was noted that other sources of support such as education, employment and training are equally important for those wishing to restart or change their working life. The response to the recommendation in this report set out how this is being achieved through development of the Economic Renewal Plan.

During the Covid 19 pandemic referrals to the Council’s commissioned domestic abuse service saw a substantial increase. It was and continues to be vital that the council has resources in place that is capable of responding quickly to provide

support to those experiencing domestic abuse when there is a surge in demand. The responses to the recommendation in this report demonstrates how this has been achieved through commissioned services to ensure that this support is in place.

### **Councillor Darren Merrill, Cabinet Member for a Safer, Cleaner Borough**

The Environment & Leisure Department is dedicated to providing the best possible estate cleaning and grounds maintenance service on Southwark estates to help achieve the objectives of the Great Estates Programme and make our estates great places to live. Officers in Environment and Leisure and Housing and Modernisation already work closely together with the aim of achieving these objectives, notably through the Flytip Tasking Group which undertakes work that is focused on resolving long-standing fly-tip hotspot locations.

The scrutiny review focuses on expansion in the use of smart phone technology by the Cleaning Service to improve communication within the estate cleaning service and with other parts of the council. The expansion of smart phone technology also has the potential to dovetail with the development of on-line reporting tools for residents on estates allowing service requests to be handled more efficiently and making it possible to respond more quickly when there is service need.

The scrutiny review also focuses on the expansion of the key performance indicator set to provide a greater range of detail and insight into the quality of the cleaning service that is delivered and providing opportunities for service improvement where this may be required.

The Environment & Leisure Department embraces these recommendations and the responses in this report set out the actions that will be taken to implement them.

### **RECOMMENDATION**

1. That the responses to the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates as set out in this report be noted

### **BACKGROUND INFORMATION**

2. 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. The report set out how block and estate cleaning service is currently delivered through the in-house Cleaning Service, which is based in Environment & Leisure. The Cleaning Service also provides street cleaning and a number of other ancillary services.

3. At its meeting on 1 December 2020 the commission received a report from the Strategic Director of Housing and Modernisation on anti-social behaviour 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.
4. The commission considered and agreed a set of recommendations put forward by the chair of the commission at its meeting on 26 April 2021.
5. At its meeting of 14 September 2021 cabinet received a report and a set of recommendations from the Housing and Community Engagement Scrutiny Commission on estate cleaning services and anti-social behaviour on Southwark estates.
6. The report was presented by the Chair of the Housing and Community Engagement Scrutiny Commission and the Head of Scrutiny. This report responds to the recommendations of the commission. It should be noted that the recommendations of the commission cut across the services provided by both the Housing & Modernisation (H&M) and the Environment & Leisure (E&L). Where appropriate, the proposed responses to the recommendations have been jointly agreed between the two departments.

## **KEY ISSUES FOR CONSIDERATION**

7. Set out below are the recommendations of the Housing and Community Engagement Commission on estate cleaning services and anti-social behaviour on Southwark estates, together with the proposed responses.

### **Estate Cleaning**

**Recommendation 1** – Estate cleaning and estate grounds maintenance are provided entirely through in-house service provision. 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.

8. This recommendation is agreed. Housing accepts that there is a need to consider alternative models of delivery, and some initial work has been conducted by the cleaning service on this. It is important to note that there are considerable strengths to the existing service, as set out below, and any new model must be capable of offering significant gains. The review will be conducted jointly by Housing and the Cleaning Service in E&L.
9. The cleaning service on estates is generally of high standard. There is no doubt that the pandemic brought challenges in terms of cleaning staff and ways of working by the team. The Resident Service Officers (RSOs) have continued to work throughout with the cleaning team. It is acknowledged that the teams have done a remarkable job keeping the borough clean and providing a good service to residents.

10. The Cabinet member for Council Homes and Homelessness and the Director of Resident Services regularly undertake walkabouts of the estates with officers and often with Tenants and Residents Association (TRA) representatives. The cleanliness of estates is almost always of a high standard.
11. The Cleaning Service has made enquiries to other London boroughs through direct contact and through the recognised networks to find out how they make provision for estate cleaning and estate grounds maintenance. The response rate has been low. Appendix 1 attached sets out the response received from two London boroughs similar in type to Southwark.
12. The options for provision of estate cleaning services are as follows:
- Option 1 - Do nothing. Continue to provide all block and external estate cleaning through the existing in-house Cleaning Service where it is delivered alongside the provision of the street cleaning service.
  - Option 2 - Provide block cleaning separately as a directly managed service within H&M, and continue to provide external estate cleaning services through the existing in-house Cleaning Service. As an alternative to direct management, the block cleaning service could be procured through external service provider.
  - Option 3 - Provide all cleaning services, block and external, as directly managed services within H&M.
  - Option 4 - Provide one or both of the operational service elements for block and/or external cleaning procured through an external contract.
13. The responses from other Local Authorities support the approach of having a single service provider for external estate cleaning and street cleaning, although in their case it is the same supplier that provides waste collection services. It would not be feasible for the council to mirror the single supplier for estate cleaning, street cleaning and waste collection at the current time due to the contractual arrangements in place for waste collections through to 2033.
14. The advantages and disadvantages of providing estate cleaning services through the four options shown at paragraph 12 above have been considered and are set out in the table at Appendix 2 attached.
15. Comparisons were made with the decision to move the repairs service into Housing and Modernisation. It is important to put in context the circumstances leading to this. The Asset Management Team in H&M is responsible for ensuring the repairs service is delivered effectively and efficiently. Previously, services were commissioned internally from SBS and an external contractor. With the ending of the main external contract there were synergies to be gained from bringing all repairs functions under one roof.
16. The performance of the Cleaning Service against the Key Performance Indicator's (KPI) shows a high level of performance. Furthermore, there is a high level of satisfaction with cleaning on estates, based on the joint inspections that take place with residents and council officers. Nevertheless, it

is recognised by Housing & Modernisation and by Environment & Leisure that there is room for improvement both in terms of performance and efficiency.

17. Residents need to be at the heart of shaping any potential changes to the way that cleaning services are delivered. Given the current high levels of performance and satisfaction with the cleaning service it is proposed that, there needs to be a period of meaningful engagement with residents using a range of methods including TRAs, online forums, Homeowners forums and other means, to seek their feedback and views of the current service and alternative models.

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

18. This recommendation is agreed.

19. The Cleaning Service recognises the need for good communications between staff in the teams and with teams in other parts of the council. Smart phones were recently rolled out to all drivers working in the Cleaning Service. This brings the number of estate cleaning staff who either have or work closely with someone who has a smart phone to 95 out of 381.

20. For estate cleaning staff who do not currently have any type of phone there is access to Supervisors, who are provided with smart phones, and Team Leaders who are provided with analogue mobile phones, to whom issues such as fly-tip requiring removal can be reported at least twice per day - so response times to such issues are currently good. However, response times could be improved with further rollout of smart phones to more estate cleaning staff. This will begin with roll-out of smart phones to Team Leaders by March 2022 which will mean that all estate cleaning staff will either have or work closely with someone who has a smart phone.

21. The Cleaning Service is currently undertaking a comprehensive consultation with all members of front line staff, including estate cleaning staff. As part of this process the IT support for front line staff is being reviewed. This includes the potential for roll-out of smart phones to a wider group of front line staff and/or the provision of desktop screens in mess rooms that will give front line staff direct access to The Source and other council information and staff portals. The consultation process is due to finish in November 2021 and a decision will be taken around further roll-out of smart phones and screens in mess rooms by March 2022.

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

22. Housing agrees with this recommendation.

23. Cabinet should note that the development of an online tool will require some time to develop. Developing an online tool will involve significant scoping, requirements gathering, user research, technical expertise, budget

consideration and skilled development, and more important that the tool links with the CONFIRM system currently used by the Cleaning Service so that issues reported are automatically directed them to facilitate quick and efficient responses and remedies.

24. Housing will ensure as part of the requirement that this tool recognises the feedback from those who are digitally excluded.
25. Housing have teamed up with colleagues in the Waste Management Service in a digital project request commissioned for the development of an online tool for reporting waste management and estate cleaning issues. This will enable residents to report issues quickly and easily.
26. Both services will be engaged in future stakeholder meetings with consultants as the project undergoes scoping. This project is currently at a discovery phase to map out the requirements for the new online tool with the following aims:
  - Prioritisation of the requirements to ensure that the needs of all key stakeholder groups are accurately captured
  - A recommendation on whether to proceed to the Procurement phase.
27. As soon as the on-line tool is available Housing will inform residents on estates to make them aware of the tool and how to use it.

**Recommendation 4(a)** - There should be a complete review of KPIs (Key Performance Indicators) currently being used as part of the service level agreement and only KPIs that can be used to drive service improvements should be continued.

28. This recommendation is agreed.

29. The current system of measuring block and external cleanliness and ground maintenance standards performance is to provide a single score that covers all service elements for each estate that is inspected. This has the potential to overlook specific service elements that need to be improved where overall standards on estates are good, leading to an overall score that is good. The proposal is to develop and implement a system of capturing and reporting service standards on estates during inspections that give more granularity to detect any specific service elements where improvements are required. The type of KPIs that can potentially be captured and reported are as follows:

- Litter, detritus, graffiti, flyposting and dog faeces standards - external areas.
- Litter, graffiti and flyposting standards – within blocks.
- Cleanliness standards within 3 metres of bin storage locations.
- Number of fly-tip reports on estates.
- Speed of response to fly-tipping, graffiti and other services requests on estates.
- Grass cutting standards

- Shrub maintenance standards.

30. Separately to the KPI information that is captured as part of the estate inspection regime, it is also possible to report on the number and type of service requests that are made by residents which would give insight into the elements of service provision that are of most concern to residents. It's also possible to report on the level of engagement by cleaning supervisors and managers with the estate inspection programme and attendance at TRAs. These KPIs can be summarised as follows:

- Number of service requests (complaints) received and resolved, along with number of compliments received.
- Resident satisfaction with cleanliness of estates
- Monitoring the number of ad-hoc service requests completed
- Number/percentage of TRAs attended by cleaning supervisors / managers.
- Number of estate Inspections attended by the cleaning supervisors / managers.

31. With regard to the KPI to measure resident satisfaction with cleanliness of estates, the response to recommendation 4(b) below covers this in more detail.

32. The Cleaning Service will work with H&M to develop and implement a new set of KPIs focussed on cleanliness and fly-tipping on estates, as well as grounds maintenance, to be included in the updated service level agreement for 2022/23 and report on these from April 2022. The development of the new KPI set will take into consideration feedback from the engagement with residents as mentioned in the response to recommendation 1 above. Note that this will not include information on condition and maintenance of estates.

**Recommendation 4b** - Residents should be given a direct role in assessing the quality of cleaning on their estate through monthly online surveys of all residents on an estate with consideration given to how residents who are digitally excluded can provide feedback, as well as residents being able to feed back using SMS text.

33. This recommendation is partly agreed.

34. Housing and E&L recognise the importance of giving residents a direct role in assessing the quality of cleaning on their estate. Many residents are currently engaged in joint inspections of their estates. Residents accompany Resident Service Officers (RSOs) on monthly estate inspections and use a scoring system to gauge the standard of cleaning on their estate. The joint inspections are a really effective way of getting the community involved in improving the quality of their estate.

35. These joint inspections do rely on volunteer residents and not every estate has such volunteers. We do take steps to encourage and support volunteers, and publicise joint inspections through TRAs and on estate notice boards. We also include details of cleaning commitments for estates as well as wider Great Estate guarantees and commitments on these notice boards. Residents can

raise service issues with their RSO. The RSO details are included on estate notice boards as well as on MySouthwark.

36. The use of SMS text messages to inform residents of estate inspections will be explored. The use of electronic notice boards is also being trialled on three of the Great Estate pilots. These noticeboards do include cleaning commitments and access to other information.
37. There will be a resource requirement to set up, publicise and administer a new monthly online survey. Given that there are existing means to report service failures, it may be difficult to maintain interest in a monthly survey and may well lead to 'survey fatigue'. We are very much interested in understanding residents' views and are currently reviewing our STAR survey which gives us structured feedback of perceptions across a range of areas, including cleaning. The STAR survey is a quarterly phone survey, which ensures that we are able to capture the views of those who may find it difficult to access online services, although we are also exploring making it available electronically for those who would find this more convenient. The STAR survey is used widely in housing organisations, our current review is to ensure that we address issues raised in the Housing White Paper.

### **Anti-social behaviour**

At its meeting on the 1st December 2020 the commission recognised that many incidents of anti-social behaviour on Southwark estates are the result of individuals suffering mental health problems or crises. It was further noted that 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, it was noted that 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 for those involved in incidents of anti-social behaviour who are suffering with mental health problems or crises, to ensure a full range of support is being offered.

38. The covid-19 Pandemic has had profound and long lasting changes on Southwark's local economy. Young people, ethnic minorities, and those living in poverty have been particularly affected.
39. In response to these challenges, the Council has developed an Economic Renewal Plan with immediate, short, medium and long-term priorities, set around four key themes of employment & skills; business; high streets and town centres, and wellbeing.
40. A Focus on young people and the most vulnerable in our communities is at the heart of our Economic Renewal Plan. We will continue to focus our efforts on supporting residents to navigate the challenges of the post pandemic labour market, through access to information and guidance, education, training and employment support.

41. The work of the renewal plan seeks to create clear pathways for residents to access good jobs, apprenticeships and internship opportunities. Support into employment in particular is a huge focus as the council seeks to deliver on our Borough Plan commitment to support 5,000 residents into work by May 2022.
42. The most significant contributor to delivering employment and apprenticeships support is Southwark Works, which has in place a network of specialist providers who provide tailored employment support to Southwark residents. Specialist support is available for clients with a range of complex barriers including vulnerable young people including care leavers, people with mental and physical health issues, and those in contact with the criminal justice system.
43. Building on learning from its 15 years of successfully supporting many thousands of Southwark residents into employment, Southwark Works has a greater focus on support for vulnerable young people, even more effective employer engagement via sector specific provision, pre-apprenticeship support and in-work progression. The service operates through extensive outreach and engagement, and has a base at the hub office on the Walworth Road.
44. A review of Southwark Works has just been completed. The finding of the review will help ensure that the Southwark Works offer continues to meet the needs of Southwark residents in what are now hugely challenging labour market conditions.
45. A huge focus of the review has been responding to the findings of the Southwark Stands Together listening events. Southwark Works has had huge successes in engaging and supporting residents from Black, Asian and minority ethnic communities, with over 80% of clients engaged and supported into work from these groups.
46. Housing's Complex Needs Team offers support to residents who have been identified as having vulnerabilities, which may impact on the management of their tenancy. The predominant issues which can generate community concern and complaints of anti-social behaviour are around substance misuse and mental health. The Complex Needs Team work with a range of services, to support residents who may be at crisis point so as to help them maintain their tenancy. Following any intervention they also address longer term aspirations around education, training and employment linking in with Southwark Works as described above. The Complex Needs Team are core members of the Community MARAC where such cases may be highlighted for ongoing support.

## **Domestic abuse and violence**

**Recommendation 6** - Cabinet should put in place protocols and plans (with ownership and accountability at senior officer level) to ensure that any future surge in domestic abuse and violence 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.

47. During the Covid 19 pandemic referrals to the Council's commissioned domestic abuse service saw a substantial increase. For the period April 2020 to March 2021 the service saw a 21% increase in referrals compared to the same period the previous year (2,879 against 2,373 previously).

48. In addition to the volume increase, the period of the pandemic saw a marked increase in the risk level of cases referred to the domestic abuse service with close to 50% of cases categorised as high risk during the 12 months from April 2020 to March 2021. This compares to an average of 35% prior to the pandemic. The increase in high-risk cases was reflected in the volume of cases heard by the MARAC (multi-agency risk assessment conference) which meets on a fortnightly basis to ensure a co-ordinated response to all high-risk cases of domestic abuse in the borough. The MARAC heard 15% more cases during the period April 20 – Mar 21 than in the previous 12 months. The MARAC is co-ordinated by officers from the Local Authority and Chaired by the Metropolitan Police with members attending from across housing, social services, health services, criminal justice agencies and voluntary sector organisations.

49. The council works closely with domestic abuse service providers in the borough including the commissioned service provider with whom officers maintained close contact during the pandemic. This enabled officers to react quickly to changing circumstances. The initial focus was on awareness raising of services available, this included a communications campaign promoting the Council's domestic abuse service at key locations in the borough; parks, housing estate noticeboard, outside supermarkets, pharmacies, locations that individuals were still able to access during lockdown conditions. In addition information was updated on the Council's website; signposting to support services.

50. As referral figures started to increase to our commissioned service funding was approved in April 2020 for an additional Independent Domestic Violence Advocate (IDVA) for a period of 6 months. This was supported via existing decision making mechanisms; processed via the urgent implementation procedure which shortens the timeline for the decision making process, requiring Chief Officer approval (subject to agreement from Chief of Overview and Scrutiny Committee that it is appropriate to use this process).

51. Through working closely with our domestic abuse service provider; monitoring service demand, and using the urgent implementation procedure, the Council was able to quickly respond to increases in domestic abuse during Covid through increasing IDVA support provision to domestic abuse survivors accessing our service.

52. Due to continuing high demand, the additional IDVA support was extended for a further 6 months in November 2020 and in May 2021 for a further 12 months

until May 2022. These decisions were approved via the normal decision making process; individual decision making (IDM) by lead cabinet member.

53. In July 2020 a multi-agency Cuckooing forum was introduced to agree a joint approach in support of vulnerable victims (male and female) referred to the panel. The panel takes place monthly chaired by Adults' Social Care. To date 61 individuals have been supported by the panel. Southwark are seen as a Borough of good practice and innovative in this field and have been asked by the GLA to meet with them to discuss our approach.
54. In relation to the recommendation to put in place protocols and plans, the Urgent Implementation Procedure is already in place, which enables the council to react quickly, to release resources to support service need.
55. The introduction of the multi-agency Cuckooing forum has led to more timely interventions and enhanced support for vulnerable victims in this area.
56. As a joined up approach Community Safety within the Council provide the coordination resource for the Domestic Abuse MARAC, Cuckooing Forum, and Community Harm and Exploitation Operational Group (CHE-OG) this allows us to monitor vulnerable victims across areas of criminality, and offenders who exploit in different areas of crime. This also allows us to identify current and emerging trends.

### **Policy Implications**

57. The Economic Renewal Plan has been developed with priorities around four key themes of employment & skills; business; high streets and town centres, and wellbeing. The renewal plan supports residents into employment which contributes towards the delivery of our Borough Plan commitment to support 5,000 residents into work by May 2022.

### **Community, equalities (including socio-economic) and health impacts**

#### **Community impact statement**

58. Anti-social behaviour and domestic abuse and violence have a direct impact on the communities of Southwark. The responses provided above set out the actions that the council is taking to support those who are affected by these issues.
59. Estate cleaning is one of the most important services to Council tenants and leaseholders. The quality of the service provided determines the cleanliness and 'look and feel' of the internal and external communal areas of the blocks and estates. It is a service that generates regular feedback in terms of quality and value for money. Any changes that affect the current standard will have an impact on the residents of the estate.

## **Equalities (including socio-economic) impact statement**

60. All tenants and leaseholders on Southwark Council estates are entitled to expect consistently good standards of cleanliness inside blocks and in external areas of estates. The responses to the recommendations in this report will support this.

## **Health impact statement**

61. The council is committed to promoting and improving the health of residents. The actions set out in this report around ASB and domestic abuse both contribute towards meeting this commitment.

## **Climate Change Implications**

62. The provision of estate cleaning services provides the opportunity to contribute towards the achievement of household waste recycling targets. This happens through the recycling of leaves and green waste from soft landscape areas, the management of recycling bins to remove contamination where practicable if residual waste is deposited in them, and through separation of recyclable elements of fly-tipped waste when deposited at the Integrated Waste Management Facility. Where there are other opportunities to increase the level of recycling from waste collected from estates, the Cleaning Service will work with the Housing Service and Veolia to make this happen.

63. The estate cleaning service is locally based with the vast majority of cleaning staff deployed from 56 mess rooms in all parts of the borough where they can walk directly to their work areas without the need for transport. A number of vehicles are used to support the estate cleaning service and these are deployed from Sandgate Street. These vehicles will require replacement in the near term and work is underway to determine the options that are available for these vehicles to be replaced by sustainable fuel alternatives including any new infrastructure that would be needed to facilitate their use, such as electric charging points.

64. The review of the estate cleaning service provides an opportunity to implement changes, including those set out above, that will contribute towards making Southwark carbon neutral by 2030.

## **Resource implications**

65. All of the actions and proposals set out in this report will be provided within current resources.

## **Legal implications**

66. Not applicable

## Financial implications

67. Any financial implications from the actions and proposals in this report have been set out in the relevant responses to the recommendations.

## Consultation

68. Residents need to be at the heart of shaping any potential changes to the way that cleaning services are delivered. It is proposed that there needs to be a period of meaningful engagement with residents using a range of methods to seek their feedback and views of the current service and alternative models.

## SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

### Director of Law and Governance

69. Not applicable.

### Strategic Director of Finance and Governance (Reference number EL21/089)

70. The strategic director of finance and governance notes the responses to the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates as set out in this report.

71. The strategic director of finance and governance also notes the potential additional financial implications for the HRA arising from the review of IT support for front line staff and the development of an online tool for use by housing estate residents to enable them report issues quickly and easily. The consultation process is due to finish in November 2021 and a decision will be taken around further roll-out of smart phones and screens in mess rooms by March 2022.

72. All staffing and other related costs to be contained within existing departmental revenue budgets.

## BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Report of the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates - 14 September 2021	Southwark Council Website	Amit Alva <a href="mailto:Amit.alva@southwark.gov.uk">Amit.alva@southwark.gov.uk</a>
<b>Link (copy and paste into browser):</b> <a href="https://moderngov.southwark.gov.uk/documents/g7015/Public%20reports%20pack%20Tuesday%2014-Sep-2021%2011.00%20Cabinet.pdf?T=10">https://moderngov.southwark.gov.uk/documents/g7015/Public%20reports%20pack%20Tuesday%2014-Sep-2021%2011.00%20Cabinet.pdf?T=10</a>		

Background Documents	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>
<b>Link:</b> <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>		
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>
<b>Link:</b> <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>		
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>
<b>Link:</b> <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>		

## APPENDICES

No	Title
Appendix 1	Estate cleaning arrangements in other boroughs
Appendix 2	Estate cleaning options analysis

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Stephanie Cryan Cabinet Member for Council Homes and Homelessness and Councillor Darren Merrill Cabinet Member for a Safer, Cleaner Borough	
<b>Lead Officer</b>	Michael Scorer Strategic Director of Housing & Modernisation, Housing and Modernisation and Caroline Bruce, Strategic Director of Environment & Leisure	
<b>Report Author</b>	Cheryl Russell, Director of Resident Services and Matt Clubb, Director of Environment	
<b>Version</b>	Final	
<b>Dated</b>	25 November 2021	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Finance and Governance	Yes	Yes
Director of Law and Governance	No	n/a
<b>Cabinet Member for Council Homes and Homelessness</b>	<b>Yes</b>	<b>Yes</b>
<b>Cabinet Member for a Safer, Cleaner Borough</b>	<b>Yes</b>	<b>Yes</b>
<b>Date final report sent to Constitutional Team</b>		25 November 2021