

**Appendix 1 - Response to the Housing and Community Engagement Scrutiny Commission: Estate Cleaning Services and Anti-Social Behaviour on Southwark Estates**

Borough	How are estate cleaning and grounds maintenance services provided?	Any specific reason for the delivery model used?	What do you regard as the benefits of this model?	Are there any drawbacks to the model in place?
Borough A	Grounds maintenance is in-house, Internal cleaning in contracted out, external cleaning is contracted under the same umbrella as waste collection	GM on estates is managed by in-house team as the Authority has the necessary expertise and resources to carry this function out. The decision to combine external estate cleaning with the waste contractor (waste collections and street cleaning) was to better align the cleanliness of estate bin chambers so that the areas are left clean and tidy after collections. Avoid the occurrence of the cleaning contractor blaming the refuse team and vice versa, and steer towards a more neighbourhood cleansing approach that doesn't divide streets and estate cleaning	A neighbourhood approach whereby one manager oversees an area by ward which covers streets, estates and collections streamlines the point of contact required for members, BIDs and community groups	Not yet known. Merging estate cleaning with streets and waste collection only commenced recently.
Borough B	External estate cleaning is provided by an outside contractor as part of a contract package that includes street cleaning as well as household waste collection. Internal estate cleaning and grounds maintenance services are provided under separate arrangements managed directly by the Arm's Length Management Organisation (ALMO).	The decision to package external estate cleaning along with household collection and street cleaning was to provide a seamless service for dealing with waste and cleanliness across the public realm and to avoid the potential for issues around cleanliness, fly-tipping and waste collection being left unattended through any misunderstanding about division of responsibility. (Note that packaging the functions in this way was dependent on the ALMO making its own independent decision to be party to the council's waste collection and street cleaning contract.)	The management of resources is undertaken through a number of villages where the can manager responsible can focus on the delivery of best outcomes for residents, whatever the nature of a litter, fly-tipping or waste storage issue may be.	The level of service provided for estate cleaning, as directed and paid for by the ALMO, is different to the level of service delivered for street cleaning through budget allocation from the general fund. Differences in the frequency of cleaning tasks can create issues, residents may regard the difference between streets and estates as arbitrary.