

**CLEANER ESTATES STRATEGY 2021-2024 ACTION PLAN**

**Communities**

<b>What (specific)</b>	<b>How (Attainable)</b>	<b>When (Timely)</b>	<b>Why (Relevant)</b>	<b>Investment</b>	<b>Outcomes (Measurable)</b>	<b>Owned by (Officer)</b>	<b>Review</b>
Regeneration projects including a number of work streams subject to specific consultation events that define the requirements for each project including (but not limited to) groundworks, tree-scaping and fencing	Ongoing programme of works	Ongoing 2021-2024	These projects form the basis of improvement works across the district and are delivered on a larger scale than other projects where small scale benefits are seen and intended. All works carried out within projects are subject to resident consultation that define objectives	£500K pa	Improved satisfaction of residents (reflected in performance information e.g. direct feedback from works carried out and STAR survey), reduced ongoing costs to the Council, reduced occasions of ASB and improved aesthetics of estates, improved relationships with stakeholders both internally and externally	Tara Skidmore (Investment Team) Michelle Elliott	Annually from June 2022
Establish tenant/resident green champions on estates encouraging engagement and ownership from communities	Links to the tenant Involvement and empowerment strategy, direct engagement with residents on our estates, estates supported by training and reporting structures - including regular formal reporting sessions at a local district level with a "you	Between June 2021 and September 2021	It has been clearly identified from consultation events held before the pandemic lockdown and the STAR survey of 2019 that there is a significant issue with tenant satisfaction on estates. This approach empowers residents to take the lead and begin	Officer time only and cost of events in local venues, possibly external trainers	Engagement directly with our communities and enabling a voice for all residents with a "you said we did" approach. A further sense of pride in the place where you live and ownership form the actual community	Christine Welsh	Annually from June 2022

	said we did approach” the recent success of willing tenants to be involved in how we deliver services and are more accountable, reflecting the charter for social housing tenants in the housing white paper		to drive some of the changes that will improve estates and people’s lives				
Targeted clean and tidy events including skip use	Planned events over 2 years on estates advertised as part of the pride in your neighbourhood events *	Scheduled throughout the year in consultation with residents (all tenures) and linked to regeneration projects	Quick wins to clear estate rubbish and affording the opportunity to get amongst communities to understand why refuse is such an issue on estates	£2,000	Improved satisfaction on estates and communities based on meaningful engagement. The number of events will depend on consultation demand and need but is expected to be four per year with updates to Housing Committee on progress bi-annually	Christine Welsh Community Services Officer NHW’s	Within 4 weeks of each event to pick up any learning and next steps (subject to resourcing)
Estate walkabouts	Structured estates visits with green champions, involved tenants and stakeholders on a 4- 12 week cycle (based on demand) supported by actions and outcomes. Walkabouts will be planned in advance for the coming year and circulated to relevant stakeholders	From July 2021	Enabling closer links to communities and tackling any issues that are of a concern to neighbourhoods	Officer resource	Improved satisfaction on estates and communities based on meaningful engagement (Measured through a new suite of performance indicators created by Pat Andrade utilising benchmarking with other providers)	Patricia Andrade supported by NMO's, NHW's, Community Services Officers	Bi-Annually to Housing Committee
re-introduction of pride in your neighbourhood events with corporate colleagues	See targeted events above *	Linked to targeted events such as skip use and estate walkabout feedback	The opportunity to engage directly with communities to facilitate pride in where you live and sustainable community involvement. Delivered with cross	Officer time and small budget for events £2000 per event	Improved satisfaction on estates and communities based on meaningful engagement	Michelle Elliott	Within 4 weeks of each event to pick up any learning

			service/agency approach (i.e. communities from all areas including Housing, Communities, health and wellbeing and environmental health, Police, voluntary sector and support services				and next steps
Design and usability of Bin stores at communal blocks	Linked to regeneration projects and identified issues through consultation and estate inspections	2021 - 2023	A series of complaints have identified that bin stores at communal blocks are not effective and need to be re-considered, this also is supported by the regeneration projects where changes to bin storage in areas such as Paganhill and Bearlands have been extremely effective	TBC	Improved design and serviceability, Greater satisfaction with residents, less additional waste collections and instances of fly tipping at these locations, improved safety including that of fire risks.	Christine Welsh	Annually from June 2022
Introduction of the best garden competition	Plan for introduction in Spring of 2022 and roll out in August/September 2022	2022 then annually	There is an excellent opportunity to return to a well-liked and represented activity that improves neighbourhoods and the environment	£2000 plus contractor investment in line with social value	Greater social engagement on estates and in communities, sense of pride in neighbourhoods and health and wellbeing effects of gardening at any age both physical and mental	Christine Welsh	Annually to Housing Committee

## Consultation

<b>What (specific)</b>	<b>How (Attainable)</b>	<b>When (Timely)</b>	<b>Why (Relevant)</b>	<b>Investment</b>	<b>Outcomes (Measurable)</b>	<b>Owned by (Officer)</b>	<b>Review</b>
Ward Member insight	Email survey and follow up with calls if required, ward walks and site meetings (subject to available resource)	From June 2021	To understand the issues raised to ward members from their constituents and link together with activities and support. Address and resolve issues where possible at an early stage	Officer time	Improved relationships between members and officers to deliver the right solution for communities Support for ward issue/case work anticipating and dealing with issues	Patricia Andrade	Annually
Town and Parish Council insight	Email survey and follow up with calls if required	From June 2021	To understand the issues raised to town and parish councils from their residents and link together with activities and support. Address and resolve issues where possible at an early stage	Officer time	Improved relationships between Town and Parish councils and officers to deliver the right solution for communities	Patricia Andrade	Annually
Tenant and leaseholder insight	Direct structured contact with tenants through reps, ambassadors and other informal tenant representation, face to face meetings supported by letters and emails. SMS has proven effective in the recent round of activity to enable tenants to engage. Regular ambassador meetings, Tenant representation at Housing Committee, neighbourhood events and ward walks etc	Starting Now to be completed by September 2021	To understand the needs and demands of our residents that will improve their communities	Officer time	Improved satisfaction levels when the right solution is delivered and maintained Reported to members through information sheets	Christine Welsh Michelle Elliott	Bi-Annually

Colleague insight	Continue to develop and build strong relationships with colleagues in Community Services Collaboration on joint health and wellbeing work, Inclusion of Housing services representation on community insight internal working group	From June 2021	A joined up approach and ethos is critical to understand and deliver the right solution to our communities	Officer time	Greater unity and understanding of different services both within the council and its external stakeholders	Michelle Elliott with Community Services (NHW)	Annually
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### Satisfaction

What (specific)	How (Attainable)	When (Timely)	Why (Relevant)	Investment	Outcomes (Measurable)	Owned by (Officer)	Review
Define and agree cleaning service standards. These will include frequency and manner of cleaning (e.g. water based or dry mopping) and health checks to drive consistency and hold us as a landlord to account	Consultation with tenants and leaseholders in communal blocks	Initial consultation to be started in June 2021 with standards agreed by September 2021	This is an area where there are no defined standards for cleanliness and a source of ongoing complaints from residents of communal blocks	Officer time	Clarity on standards and expectations, ensures compliance with regulator Update reports to Housing Committee	Michelle Elliott Mike Towson	Bi-Annually

Resident communication and reinforcement of consistent messages	Notice boards in blocks, on estates, tenants bi annual newsletter, website, social media *	To commence following consultation with residents between June 2021 and September 2021 then rolled out across the district	Ensure that the message remains relevant and actions outlined are followed through, this will include performance information based on conditions and satisfaction levels	Officer time	Satisfaction that messages are clear, concise and easily understood, improvements are maintained and learning is applied from any feedback from residents. Monitored and managed and reported to tenants and members of housing committee	Christine Welsh Michelle Elliott	Bi-Annually
Performance indicators monitoring and reporting including equalities	Benchmark against similar organisations and national sources such as Housemark	September 2021 by way of a report to Housing Committee, performance scrutiny members and tenants residents annually by newsletter	A suite of performance indicators benchmarked against similar landlords shows our tenants, residents and members how well we are doing as a landlord and that we have robust measures in place to address gaps or failures in the services we provide	Officer time	Improved satisfaction levels, improved performance and ownership from the service to put things right. Performance reports to be provided to Housing Committee via the performance scrutiny members	Patricia Andrade	Annually
Condition of gardens	Linked to service standards, NMO's to have pictures of gardens that are satisfactory as a physical reference point to show tenants what is acceptable	June 2021 to be completed by September 2021 and continued to be rolled out	Satisfaction levels are low from residents and members and are re-enforced from consultation events and the STAR survey outlining how this is driving down the look of estates and communities	Officer time and small budget to support tenants who cannot manage themselves	Improved look of gardens, improved satisfaction from other residents and members that the matter is being dealt with, feeling of belonging to the community when your own property is of a good standard. Less likelihood of ASB linked to garden condition	Michelle Elliott	Annually to Housing Committee

Set up a governance board on cleaning standards?	Linked to resident involvement actions and new take up from new reps and ambassadors	By September 2021	Critical to keep tenants involved with oversight and challenge to ensure impartial client based focus	Officer time	Compliant with the regulator and improved satisfaction levels amongst residents with panel reports to update Housing Committee	Michelle Elliott Christine Welsh	Annually
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## Innovation

<b>What (specific)</b>	<b>How (Attainable)</b>	<b>When (Timely)</b>	<b>Why (Relevant)</b>	<b>Investment</b>	<b>Outcomes (Measurable)</b>	<b>Owned by (Officer)</b>	<b>Review</b>
Investigate alternate provision for fly tipping removal	Benchmark against other social housing providers to ascertain their delivery models and if applicable implement at Stroud	Commence June and report back to Director of Communities on viability by October 2021	Current arrangement with Ubico is costly, time consuming in terms of collection availability of Ubico staff and satisfaction levels from tenants and leaseholders is low	Officer time	Improved satisfaction among residents if service improves, reduced cost to the HRA by direct management, fly tipping dealt with quicker and estates improved	Patricia Andrade	Quarterly
Investigate the use of CPN's	Consultation with Community Services and One legal	Commence June 2021 to be completed by September 2021	take action against offenders and publicise if appropriate	Officer time	Improved satisfaction when residents see action regarding higher level fly tipping and ASB	Michelle Elliott	Annually
Use of CCTV for persistent areas	Consultation with Community Services and One legal	Now to be completed by September 2021	Identify and take action against offenders	Officer time potentially £12K pa	Improved satisfaction when residents see action regarding higher level fly tipping and ASB	Michelle Elliott	Quarterly
Cleaning of communal bins	Check if possible locally with Site Officers and benchmark against other councils	To be investigated and completed by September 2021	Improve the condition and general environment	TBC - potentially an additional resource at STR3	Improved satisfaction and increased cleanliness reducing risk of contamination or infestation	Christine Welsh/Lynne Mansell	Quarterly

Offer garden waste collections (Ubico have reached capacity so alternate solutions need to be considered)	Benchmark against similar organisations	Mar-22	Assist with support to those more vulnerable tenants who cannot manage themselves	Provisionally £3000pa	Assists those most in need who can't manage themselves	Michelle Elliott	Bi-Annually
Bulky items (incl white goods)pilot programme to encourage engagement with the existing system or residents propose alternatives	Benchmark against other social housing providers to ascertain their delivery models and if applicable implement at Stroud	Dec-21	It is recognised that there has been an increase in bulky item waste on our estates and in our communities which is having a detrimental effect on residents and dissatisfaction with the Council	Small budget provision of £3000pa	Dealing directly with tenants to resolve issues quickly and understand why such situations occur then through a programme of learning, understanding and development we can remove this issue from our estates and communities working in collaboration with our partners internally and externally	Michelle Elliott	Bi-Annually
Bike storage/lockable facilities?	Linked to regeneration projects and identified issues through consultation and estate inspections	Mar-22	Supporting the health and wellbeing agenda making useable and accessible sites available for tenants, additionally those in communal blocks who have bikes have some comfort they are secure and are not causing a fire risk when left in communal areas	TBC - linked to regeneration projects	Opportunities for tenants to have healthier travel options supporting in a small way the councils drive to CN2030 by reducing vehicle travel	Christine Welsh/Community Services Officer/health & Wellbeing officer	Annually



Specific areas - Nouncells cross laundry rooms	Tenant/leaseholder consultation	Identify solutions by December 2021	Areas are no longer fit for purpose and have become a dumping ground for rubbish, ASB and potential fire risk	Officer time with budget costs identified following consultation and options	Increased satisfaction from residents and the creation of alternative use following consultation that removes the possibility of activities mentioned	Neighbourhood Management Officer, ASB Officer, NHW	Dec-21
Review and repurpose of the plans to manage conditions of communal blocks	Existing contract allows flexibility beyond the current painting programme	Plan now for implementation in May 2022	Condition of the interiors of communal blocks has been raised as an ongoing issue and source of complaints from tenants, leaseholders and members	£500K pa	Improved aesthetics in communal blocks, improved satisfaction from tenants, leaseholders and members, increased lettable for new tenants and reduced future costs in maintain areas	Planned Maintenance Team/Michelle Elliott	March 2023 ongoing