

<b>Report Title:</b>	Estate Grading Report 2019
<b>Report Author:</b>	Gail Percival, Head of Client Services
<b>Considered by:</b>	Neighbourhood and Community Panel

<b>1.0</b>	<b>Purpose of Report</b>
1.1	To report on the estate grading results for 2019.
1.2	To note performance of 100% estates being graded.
1.3	To note performance of 95% of estates achieving 'at least good' against a target of 85%
1.4	To note visits from Cornwall Housing Ltd and the National Federation of Arms-Length Management Organisations (NFA) to understand and learn from PHP's approach to estate management. To note a case study of PHP's estate grading and neighbourhood improvement work featured in a best practice publication published in November 2019 by the NFA entitled, 'Managing to make a difference - Housing Management in the ALMO sector'.
1.5	To provide information on the context and partnership working required to deliver successful estate grading outcomes.
<b>2.0</b>	<b>Recommendation</b>
2.1	The Board is asked to note the content of the report.
<b>3.0</b>	<b>Liaison with other Committees/Panels</b>
3.1	Presented at Neighbourhood and Community Panel January 2020.
<b>4.0</b>	<b>Detail of Report</b>
4.1	<p><b>Background</b></p> <p>All areas managed by PHP were formally graded in 2019. This was the seventh consecutive year of grading for sheltered schemes and the sixth year for general needs schemes.</p> <p>There are 28 sheltered grading areas and 31 general needs grading areas, thus 59 separate gradings in total. All estate gradings are led by the relevant Housing Officer or Sheltered Housing Officer.</p> <p>Estates are graded on 15 separate categories as follows:</p> <ol style="list-style-type: none"> <li>1. Litter on hard surfaces (footpaths, roads etc)</li> </ol>

2. Weed clearance on hard surfaces (footpaths, roads etc)
3. Car parks
4. Garages and garage areas
5. Standard of grass cutting
6. Shrub bed and hedge maintenance
7. Litter on green surfaces (grassed areas, shrub beds)
8. Tidiness/appearance of play and seating areas
9. Cleanliness of communal bin areas/ chutes within blocks
10. Cleanliness of communal drying areas, bin areas outside of blocks
11. Cleanliness of internal communal areas (stairwells, handrails, lighting)
12. Cleanliness of lifts
13. Extent of graffiti
14. Extent of fly tipping/dumped items
15. Evidence of dog fouling

All categories are graded as follows:

- 1 (A) = Excellent standard
- 2 (B) = Acceptable standard – what would be expected
- 3 (C) = Unacceptable standard – intervention required
- 4 (D) = Potential hazard/health and safety issue

Scores for each separate category within each grading area are then averaged to give an overall score per area.

In addition to grading the categories outlined above, PHP Officers also inspect the location for any potential health and safety matters and report these to the PHP repairs team or the BCP Council straight away. This can include potential trip hazards, such as broken and uneven kerbstones, cracked glazing etc.

A further benefit of the grading process is that it allows the identification of specific issues that may benefit from larger scale investment through the Neighbourhood Improvement Scheme. Details of some of the proposals brought forward as a result of the gradings are included further on in this report.

Estate gradings are undertaken annually in one of the following months; April, May, June, September and October. We are aware that seasonal variations (e.g. leaf fall in October) may affect the overall grading result.

Local Councillors, BCP Streetscene Officers, PHP Board Members, resident members of PHP's Neighbourhood and Community Panel and other interested residents are invited to accompany PHP Officers on estate gradings. In most cases they are very well attended and we are grateful for the input our partners provide.

In analysing these results consideration is given to:

- The overall score per scheme;
- A comparison between 2018 and 2019 results.

#### 4.2 **Regrading and verification**

In 2019 two sheltered areas were graded twice. These were areas identified by the Customer and Estates Services Manager where the grading results varied substantially from previous year/s. These areas were regraded by the Customer and Estates Services Manager and the Neighbourhood Officer (sheltered) and were Trinidad House and Stanfield Close. The latter of these scored 1.8 on the initial grading however when regraded two weeks later the score assessed was 1.2. It should be noted that both of these grades equate to 'good'.

Trinidad House was graded in July 2019 with an initial score of 2.3, It was regraded two weeks later and achieved a score of 1.2. Further investigation revealed that the agreed process had not been followed at the initial grading.

Verification visits of Dale Valley Road, Oakdale B, Poole Central 3 and Poole Town West grading areas were undertaken by the Neighbourhood and Community panel on January 20<sup>th</sup> 2020. Resident panel members concurred with the original grading results and provided some suggestions regarding potential Neighbourhood Improvements in Poole Town West.

#### 4.3 **Links with BCP Council Streetscene Service**

PHP works very closely with the BCP Council Streetscene team. The service level agreement (SLA) between PHP and Streetscene was reviewed in early 2019 and a new SLA was agreed and signed for the period 01/04/19 – 31/03/21. It is an output based specification which reflects PHP's grading standards and estates are maintained to achieve a grading score of 'at least good' (B rating overall).

Performance is formally monitored via quarterly managers meetings, quarterly reports and through the use of estate gradings. These reports are provided at an estate grading level enabling areas to be easily understood and compared. Ongoing daily, informal contact between officers is positive and extremely successful in resolving issues quickly and to the satisfaction of customers. PHP's Neighbourhood and Community Panel also take an active role in monitoring performance and interrogate quarterly performance information as well as requesting attendance at the panel meetings from relevant officers.

The contract benefits from a core team of permanent, directly employed Streetscene staff who undertake ground maintenance on PHP's sheltered sites, ensuring PHP's sheltered residents benefit from a bespoke team who know the schemes and understand the management of spaces based on the changing needs of residents.

This SLA and the positive working relationship enables PHP to ensure Streetscene services provided by BCP Council are to a good standard and represent value for money to all PHP residents.

#### 4.4 **Other contractors**

Across PHP estates, cleaning of communal internal areas in sheltered and general needs properties is undertaken by AJL Cleaning Ltd. AJL are also responsible for removal of fly tip and graffiti following instruction by PHP staff. Cleaning of communal internal areas of extra care schemes and a limited number of other schemes is undertaken by Shaw Facilities Management.

#### 4.5 **PHP Estates Team**

A directly employed PHP Neighbourhood Supervisor manages high rise blocks in Poole Town and Sterte and their duties include lift safety checks, smoke vent and other health and safety checks. Some of the caretaking tasks such as spot cleaning, bin chute clearance and waste management are contracted to AJL Cleaning Ltd. This work is largely overseen by the Neighbourhood Supervisor - Sheltered (with support from the Estates and Customer Services Manager) who also undertakes regular inspections of communal areas in all general needs flatted schemes managed by PHP.

Until the end of 2018 Sheltered Housing Officers undertook monthly inspections of all communal areas on the sheltered schemes they manage. In November 2019, a new Estates Supervisor role with specific focus on sheltered schemes was created. The

purpose of this was to:

- deliver more intensive estate services management;
- provide consistency of service and be the main point of contact for sheltered residents in respect of estate services;
- undertake monthly health and safety inspections across all sheltered schemes
- more closely align the service with sheltered resident expectations.

#### 4.6 **Links with neighbourhood improvements and NICE schemes**

The estates team take the lead on managing resident led NICE schemes and PHP led neighbourhood improvement schemes with other teams within PHP. When possible improvements are directed towards areas achieving lower grading scores.

This year, neighbourhood improvement schemes have included:

- Enhancements and additions to bin storage facilities;
- Provision of additional cycle and mobility scooter storage;
- New and refurbished drying areas;
- Additional communal lighting;
- Shed upgrades;
- Parking area refurbishments.

Resident led NICE schemes have included new communal garden seating and dining areas.

#### 4.7 **Consistency of approach**

A great deal of effort goes into ensuring consistency in approach with the grading process. All grading reports are individually scrutinised and residents are encouraged to attend. Dates and times of gradings are displayed in all sheltered common areas and actively promoted via the PHP website. The estates team also revisit areas to undertake reality checking should any of the responses seem out of the usual parameters expected. By reviewing all of this information in detail, it enables a strategic overview ensuring equality of service across all areas and a focus on resources where they are most needed.

In January 2020 residents from the Neighbourhood and Community Panel, along with relevant PHP Officers visited several grading areas to verify results and offer suggestions for potential improvements. These included areas where scores were not achieving required standards. Their input will be used to inform investment decisions in these locations.

#### 4.8 **Leading the way**

In 2019 the estates team and residents from the Neighbourhood and Community Panel were visited by several team members from Cornwall Housing Ltd who spent a day to understand the estate grading regime, the links to estate investment and how residents are involved throughout the process.

Separately, the estates team, again with residents from the Neighbourhood and Community Panel, were visited by representatives from the National Federation of ALMO's (NFA) who were keen to understand PHP's estate grading process, how this is embedded within PHP's involvement structure and how outcomes are used to inform estate investment decisions. The learnings from this visit were used as a case study within a best practice publication published by the NFA in November 2019, 'Managing to make a difference - Housing Management in the ALMO sector'.

**5.0 Outcomes**

**5.1 Sheltered Housing Grading Results**

The table below shows the overall grading score for each sheltered scheme and whether the grading for each scheme has improved, declined or stayed the same between 2018 and 2019. An overall grade between 1 and 2 means the standard achieved by the grading falls somewhere between excellent and good and a score of between 2 and 3 means the standard achieved falls somewhere between acceptable and requiring intervention.

Arrows show whether a scheme has improved grading results since 2018 ↑, a decline in grading results since 2018 ↓ or whether grading results have remained the same ↔. Schemes are listed in no particular order.

Scheme	Overall grade 2019	Comparison with 2018 grade
Baiter Gardens	1.2	↔
Belmont Court	1.5	↔
Bob Hann Close	1.0	↑
Boyd Road	1.3	↑
Canford Gardens	1.1	↑
Christopher Crescent	1.5	↔
Dale Valley Road	1.0	↔
Danecourt Close	1.6	↑
Davis Court	1.0	↑
Derek Orchard House	1.1	↑
Hinchcliffe Close	1.3	↑
Lake Avenue	1.2	↑
Millfield	1.0	↑
Peel Close	1.5	↔
Phyldon Close	1.8	↔
Puddletown Crescent	1.1	↑
Ralph Jessop Court	1.7	↓
Selby Close	1.7	↔
Selkirk Close	1.5	↔
Sherrin Close	1.0	↑
Simmonds Close	1.1	↔
Stanfield Close	1.8	↔
Stanfield Close REGRADE	1.2	↑
Stanley Pearce House	1.3	↑
Trinidad House	2.3	↓
Trinidad House REGRADE	1.2	↑
Trinidad Village	1.3	↔
Waterloo House	1.3	↑
Willow Park	1.4	↑
Woodstock Close	1.2	↑

No schemes scored greater than 2.0 and overall the standards achieved are excellent and, in many cases represent an improvement to last years very positive results. This outcome can be linked to the recruitment of a new role, Neighbourhood Officer (Sheltered) within the estate team which has direct responsibility for customer focussed estates management within sheltered housing schemes. This additional focus on sheltered housing estates was identified as a priority within PHP's 2018 Delivery Plan and the additional resource has achieved the following outcomes:

- Improvements to the already positive estate grading results;
- Clear point of contact for sheltered residents;
- Increased PHP presence on sheltered schemes;
- Enabling sheltered housing officers to focus on residents rather than estates matters;
- Closer monitoring of grounds maintenance and cleaning contracts;
- More opportunities for estates improvements identified and undertaken;
- Increase in resident satisfaction with the estates service;
- Clearer responsibilities and accountabilities for health and safety inspections.

It should also be noted that cleaning and grounds maintenance contractual arrangements differ between sheltered and general needs areas with service standards (and thus costs) in some aspects of the service being higher in sheltered housing schemes. In addition, sheltered schemes are more self-contained and under more direct PHP control than many general needs areas where there is often a variety of tenures (owner occupiers, private renters).

## 5.2 General Needs Grading Results

The table below shows the overall grading score for each general needs estate area and whether the grading for each area has improved, declined or stayed the same between 2018 and 2019. Arrows show whether a scheme has improved grading results since 2018 ↑, a decline in grading results since 2018 ↓ or whether grading results have remained the same ↔. Schemes are listed in no particular order.

Following the name of the grading area is a brief summary of which roads/areas this includes for information. Grading areas have remained the same as 2018 apart from the addition of Cynthia Close, which was re designated from sheltered to general needs housing in 2019.

An overall grade between 1 and 2 means the standard achieved by the grading falls somewhere between excellent and good and a score of greater than 2 means the standard achieved requires some level of intervention. Results are shown in no particular order.

Grading Area	Overall Grade 2019	Comparison with 2018 grade
Alderney East (Jersey, Guernsey, St Helier, Portelet Close)	1.4	↔
Alderney West 1 (Dolbery Rd South, Hudson, Bedford Rd South)	1.9	↓
Alderney West 2 (Belben, Bowden, Farwell, Bedford Rd North)	1.8	↓
Bearwood 1 (Viscount Walk, Monks Way)	1.4	↑
Bearwood 2 (King John Avenue, King John Close)	1.4	↑
Bourne 1 (Herbert Crt, Milborne Cres, Grange Gdns, Cranborne Cres)	1.7	↔
Bourne 2 (Arne Ave, Melbury Ave, Northmead Dr)	1.9	↓
Cynthia Close <i>previously sheltered</i>	1.2	↑
Fernside/Lilliput (Fernside Rd, Fernside Ave, Verulam Road)	1.9	↔
Hamworthy (Legion Cl, Legion Rd, Coles Gdns, Coles Ave, Rockley Rd)	1.8	↔
Haskells/Newtown (Haskells Rd, Blackburn Rd, Cranbrook Rd, Ringwood Rd)	1.8	↓
Hasler (Hasler Rd)	2.4	↓

Merley (Selkirk Close)	1.2	↑
Millfield	2.0	↔
Oakdale A1 (Christopher Cres)	1.5	↔
Oakdale A2 (Whitehorse Dr, Simmonds Cl, Vicarage Rd, Enfield Cres)	2.1	↓
Oakdale B (Dale Close, Old Farm Road)	2.2	↓
Poole Central 1 (Nelson Ct, Grenville Ct, Lagland Ct, Lagland St, East St, South Rd, Skinner St)	1.8	↓
Poole Central 2 (Rodney Ct, Whatleigh Close, Perry Gdns, East Quay Rd, Skinner St – part, Green Rd)	2.0	↔
Poole Central 3 (Drake Court, Old Orchard)	1.9	↓
Poole Town West (Malthouse, Guildhall Ct, New Orchard, Cinnamon La)	2.0	↓
Puddletown/Knowlton (Puddletown Cres, Yeatminster Rd, Knowlton Rd)	2.0	↔
Serte Court, Serte Close	1.7	↓
Trinidad (Trinidad Cres, Worrell Drive, Kimmeridge Ave, Worbarrow Gdn)	1.8	↓
Turlin Moor 1 (Goathorn Close, Turlin Road 1-25, 26-56 and 37-59)	1.3	↑
Turlin Moor 2 (Keysworth Road, Junction Road)	1.8	↔
Turlin Moor 3 (Fitzworth Ave, Russell Gdns, Redhorn Cl, Shipstal Cl)	1.1	↑
Turlin Moor 4 (Egmont Rd, Foreland Rd, Patchins Rd, S Haven Cl, Peverell Rd)	1.6	↔
Vale Close	1.4	↔
Wallisdown (Keyes Cl, Frobisher Rd, Benbow Cres, Scott Rd, Raleigh Rd)	2.0	↓
Waterloo (Cavan Cres, French Rd, Gough Cres, Kitchener Cres, Methuen Rd)	1.9	↓

The results for 2019 show 3 grading areas have not achieved a rating of 'at least good' compared to results in 2018 where all estates achieved this rating. These areas are Hasler Road, Oakdale A2 and Oakdale B.

Oakdale B – this area has already been identified for the following works:

- new waste and recycling enclosures for 12 low rise blocks – currently awaiting planning permission;
- flooring replacement scheduled for several low-rise blocks;
- planned hedge and tree management.

Hasler Road received investment in 2019 which included external lighting enhancements, additional landscape planting and new communal bike storage. Despite this, grading results declined. Hasler Road contains a large number of flats, some 50% of which are leasehold. Of these, a large number are privately let leading to a high turnover of residents. This could contribute towards the ongoing and high levels of fly tip in this location. Further investigation by the estate team will be undertaken in 2020 for both Hasler Road and Oakdale A2 grading areas to understand why grading results have declined and what can be done to achieve improvements.

It should be noted estates management is often more challenging on general needs estates as they may include large areas of communal space such as garage areas and open green spaces that are not 'wholly owned' by PHP residents and thus these areas can sometimes be open to deterioration/misuse. In addition, on larger estates over 50% of

	properties are owned by private residents as a result of 'right to buy'.
<b>6.0</b>	<b>Conclusions</b>
6.1	<p>100% of PHP estates were graded in 2019 with 95% achieving a rating of 'at least good' exceeding the target of 85% set out in PHP's key performance indicators.</p> <p>All sheltered estates achieved a grading score of good with scores in many improving since 2018. This is an excellent outcome and reflects the positive impact of changes made to the estates team staffing structure realised in late 2018.</p> <p>Overall, general needs results declined slightly since 2019 with 3 areas failing to achieve a 'good' rating. Investigations and interventions to improve these areas are ongoing by the estates team.</p> <p>The PHP estates team will continue to work closely with residents, contractors and partners to deliver the best quality estates possible.</p>
<b>7.0</b>	<b>Delivery Plan</b>
7.1	Provide safe and clean estates that people feel proud of.
<b>8.0</b>	<b>BCP Strategic Objectives</b>
8.1	Ensure the Council's housing stock is managed efficiently, safely and effectively.