

# Estate Management policy

---

## 1. Introduction

- 1.1. We are committed to maintaining all our neighbourhoods to a high standard. We aim to ensure that our neighbourhoods are clean and safe and that the improvements we deliver are socially and environmentally sustainable.
- 1.2. We aim to provide clear, clean, and well-managed neighbourhoods through various dedicated programmes e.g., estate inspections, reactive repairs, and other improvements (e.g., cyclical repairs and neighbourhood improvements).
- 1.3. This policy sets out our approach to keeping communal areas in the neighbourhoods we manage in a safe, clean, and tidy condition that residents and colleagues can be proud of.
- 1.4. This policy has links to some of our other policies, and we have thought about these links when reviewing the policy. This policy should be read in conjunction with our:
  - Service Charge Policy
  - Anti-Social Behaviour Policy
  - Hate Crime Policy
  - Communal Areas Fire Safety Policy
  - Pest Control Policy
  - Tree Policy
  - Parking Policy
  - Subunits Policy
  - Health and Safety Policy

## 2. Scope

- 2.1 This policy covers social housing tenants (including Affordable Rent), supported housing, and sheltered housing tenants that live in Peabody Group properties. This policy also covers leaseholders, shared owners, freeholders, and residents of the Regency Estate.
- 2.2 This policy is applicable to all local service delivery teams who operate in each neighbourhood including the Neighbourhoods Team, cleaners, gardeners, etc.

## 3. Key terms and definitions

Key term	Definition
Caretaking / Cleaning	Our in-house and contracted communal cleaning services include sweeping and mopping communal areas and making sure that they are adequately serviced, safe and secure.
Communal areas	Shared areas, which are managed by us (as the landlord) and can be accessed by other residents. They include: <ul style="list-style-type: none"> <li>• Gardens, open green spaces, pavements, unadopted roadways, and parking areas</li> <li>• Hallways, landings, bin areas stairs and lifts and shared doorways</li> <li>• Community buildings, play areas and cycle stores.</li> </ul>

## Estate Management policy

Environmental crime	We identify environmental crime as one of the three broad types of anti-social behaviour (ASB) in our Anti-Social Behaviour Policy. Environmental crime relates to properties, the physical environment, or our communal areas. It includes: <ul style="list-style-type: none"> <li>• Fly tipping.</li> <li>• Graffiti.</li> <li>• Abandoned vehicles.</li> </ul>
Estate inspection	A visual check of the communal areas of an estate or scheme to assess its condition and identify where standards can be improved.
Grounds maintenance	The act of keeping all communal landscapes healthy, clean, safe, and attractive. We keep our grounds tidy and pleasant by maintaining hedges, shrub beds, plants, cutting grass and carrying out tree works.
Parking	Where available we provide parking for residents' cars on our estates, either in carparks or by the side of the road. We introduce parking control where it has been requested by residents or we believe it is necessary to ensure effective management of the estate.
Garages	Garages referred to within this policy are communal garages that do not form part of a resident's home and can be rented individually.
Pests	A generic term for vermin, rodents and insects which are commonly considered to be a pest. This can include Statutory Pests, where legislation states they must be controlled by Local Authorities and owners and occupiers of land and properties within those Local Authority boundaries; and Non-Statutory Pests, being all other pests, which are not considered Statutory.
Pest control	Treating pests and may include blocking their entry to our properties in line with the Homes (Fitness for Human Habitation) Act 2018.
Seasonal works	Seasonal responsive tasks are irregular jobs that are required in response to changes in the season. Examples include ice gritting, leaf clearance and jet washing.

### 4. Our Approach

4.1. We provide an estate management service for sites with communal areas which, as the landlord, we are required to look after. These services are normally paid for via a service charge. We:

- Provide services that meet contractual, legal, regulatory, health and safety or maintenance needs and expectations or which have been specifically requested and agreed with the residents affected.
- Consult with residents when we introduce or change services, or if they request new services or changes to services, in line with The Service Charges (Consultation Requirements) (England) Regulations 2003.
- Only charge for services we provide.
- Demonstrably deliver value for money.

4.2. Where a managing agent is responsible for the service delivered, we work with them to ensure services delivered demonstrate value for money and are provided to a high standard.

#### 4.3. Our Estate Management Commitments

4.3.1. This policy has five core commitments as set out below, along with the associated activities to achieve this:

## Estate Management policy

### 1. To inspect the condition and upkeep of neighbourhoods:

- Carrying out regular visual checks of all neighbourhoods
- Monitoring progress of items outstanding from previous inspections
- Reviewing the work of contractors and contractor performance
- Enforcing our Communal Areas Fire Safety Policy.

### 2. To identify where standards can be improved:

- We carry our estate inspections and engage with residents to highlight areas for improvement.

### 3. To identify what action is needed regarding repairs/improvements:

- Deciding on appropriate action, identifying who is responsible and when it will be completed.

### 4. To improve neighbourhood standards and assist in reviewing value for money:

- Sharing information about the performance of estate services to improve value for money.
- Accessing funds from the neighbourhood improvement budget to make improvements to the neighbourhoods and the local areas.
- Taking action where residents have breached the terms of their tenancy / lease.
- Liaising with the Health and Safety team where issues have been identified.
- Opening new ASB cases and/or taking action to resolve existing ASB cases, working with colleagues to resolve these.

### 5. To involve residents and partners:

- Promoting the resident engagement opportunities and schemes to residents and allowing them to attend estate inspections quarterly.
- Asking residents for their views when conducting estate inspections.

#### 4.4. Estate Services

4.4.1. We regularly visit communal areas to make sure that they are clean, tidy, and safe:

- Caretakers or contracted services attend all sites at least once a week or the locally agreed frequency.
- Gardeners attend all sites at least once a fortnight or the locally agreed frequency.

4.4.2. The frequency with which the service is carried out may differ from site to site where locally agreed, or where Peabody does not provide the service.

4.4.3. We also provide a reactive service to keep our estates well maintained in addition to the scheduled service. Where we receive a report to carry out unscheduled work, we:

- Respond to emergencies within 1 working day of receiving the report. Emergencies may include:
  - Issues that are causing an obstruction or a health hazard
  - Sharps waste, weapons, bodily fluids and other dangerous articles or substances
  - Large amounts of rubbish

## Estate Management policy

- We respond to all other reports within 5 working days.

### 4.5. Caretaking

4.5.1. We offer caretaking or contracted cleaning services where we have buildings that have internal and external communal spaces.

4.5.2. We make sure that our communal areas are adequately serviced and clean, well lit, safe, and secure. We sweep and mop them regularly and keep them free from blockages, dangerous items, rubbish, and graffiti.

- Internal communal areas include entrance doorways, lifts, stairs, cupboards, and landings.
- External communal areas include bin stores, drying areas, pathways, shared gardens, and car parks.

4.5.3. We also use these visits to check the maintenance of our property, including:

- Repairs issues, e.g., damaged stairs, doors windows or paving
- Problems with mechanical installations, e.g., lifts or door entry systems
- General signs of wear and tear, e.g., rotting wood or leaks from roofs

4.5.4. The frequency with which the service is carried out may differ from site to site. We inform residents when the service will be carried out and let them know when to expect the service through publishing schedules on resident noticeboards.

4.5.5. If for any reason we are unable to undertake the services for an extended period, we proactively communicate this with residents.

### 4.6. Cleaning

4.6.1. We may provide localised, ad-hoc services (e.g., window cleaning) that are site specific. These are agreed locally with residents.

### 4.7. Health and Safety

4.7.1. We comply with all health and safety requirements in communal areas related to maintenance, cleaning, responsive repairs, antisocial behaviour, and fire safety. Please see our Interim Estate Inspections procedure, Health and Safety policy and Communal Areas Fire Safety policy for more information.

### 4.8. Parking

4.8.1. We aim to provide a clean, safe, and well-managed environment for our residents to live in by effectively managing parking on our land. Further details can be found in within our Parking policy.

### 4.9. Pests

4.9.1. Where pests are identified within a communal area, we undertake any required treatment work. Following treatment work, recommended proofing works are undertaken to prevent reoccurrence.

4.9.2. Full details of our approach to pest control can be found in the Pest Control Policy including details of how we treat pests within residents' homes.

## Estate Management policy

### 4.10. Environmental Crime (including fly tipping)

4.10.1. We maintain high standards through proactive neighbourhood management, resident engagement, firm enforcement action and planned preventative measures.

4.10.2. We may report anyone caught fly tipping, graffitiing, or abandoning vehicles on our land to the appropriate authorities and may also take further action in line with our ASB policy.

- Fly tipping is a criminal offence which can be prosecuted under the Environmental Protection Act 1990. It is unsightly, can be a fire hazard and contribute to pests. We report all major incidents of fly tipping and aim to make the area safe within 1 working day where it represents a serious health and safety risk to the public, and 5 working days for all other items.
- Graffiti damages the appearance of our homes, can cause unease by being directed at particular people, or groups of people, or can be linked to criminal behaviour. We remove all graffiti we find or that is reported to us. Where it is offensive, incites hatred or is related to criminal activity we may also report it to the police, and remove it within two working days in line with our Hate Crime policy.
- Abandoned vehicles can be unsightly, take up valuable parking space and lead to arson. We identify and work in partnership with the relevant authorities to arrange for the removal of abandoned vehicles. For more information, please see our Parking Policy.

4.10.3. We work with local residents and other agencies and interested parties to identify and plan preventative measure to tackle the root causes of environmental anti-social behaviour.

4.10.4. Our approach to environmental crime can be summarised as:

- Identify the issue and attempt to identify who is causing it.
- Notify the relevant person to deal with it. This may be the resident, the Neighbourhood Team, a specialist team (like ASB) or another body (such as the local authority).
- Act:
  - Remove the item or problem.
  - Enforce the tenancy, lease, or take other legal action.
  - Work with partners to resolve the issue.

### 4.11. Grounds maintenance

4.11.1. We keep our grounds tidy and pleasant by maintaining hedges, shrub beds and plants, cutting grass, and carrying out tree works. For further information regarding trees, please see our Tree policy.

#### 4.11.2. Grass Cutting and Lawn Maintenance

Our key aims are:

- To produce a good quality, uniformed sward within the agreed levels.
- To ensure each site attended is left neat and tidy, and free from litter and debris.

#### 4.11.3. General Hedge Cutting / Maintenance

Our key aims are:

- To provide neatly clipped hedges that are litter and weed free at the bases.

## Estate Management policy

- To prevent hedges obstructing thoroughfares or obstructing sight lines through sites.

### 4.11.4. Shrub Beds and Borders

Our key aims are:

- To produce shrubs that are healthy, vigorous and achieve maximum quantity of flowering wood within their native form.
- To achieve shrub beds that are free from weeds and pests.
- To ensure shrubs do not encroach across footpaths or windows or impede sight lines.
- To recycle all arisings as is practical from operations carried out.
- To provide high quality plants that are suitable to the location, and which will be able to achieve their full growth and flowering potential.

### 4.11.5. Open Spaces

- We maintain large scale open spaces to produce a good quality sward within the agreed levels.

### 4.12. Void Areas

4.12.1. We coordinate vegetative management plans subject to the surveys we undertake, and appropriate works are scheduled according to the site's requirements.

### 4.13. Seasonal works

4.13.1. We respond to seasonal responsive tasks as and when they are needed to make sure that our neighbourhoods are safe and attractive throughout the year.

4.13.2. Using a risk-based approach, we may prioritise high-risk sites on a programme basis.

### 4.14. Partnership working

4.14.1. We work with residents to:

- Localise and adapt caretaking, communal cleaning and gardening services.
- Monitor communal areas and gardens, including regular estate inspections.
- Identify issues, including:
  - Environmental crime, such as abandoned vehicles and fly tips
  - Health and safety concerns, such as trip hazards or dangerous trees
  - Repairs and other maintenance issues
  - Understand possible neighbourhood improvements.

4.14.2. Where we jointly own or manage a site with one or more registered providers, we work with them to meet the standards of management set out within this policy. Where possible we seek to obtain an agreement which sets out the responsibilities of each landlord in accordance with the division of stock on the estate.

4.14.3. We try to agree the inspections and necessary work needed with representatives of the relevant landlords.

4.14.4. We work in partnership with relevant agencies, such as local authority teams, to make sure we provide an effective estate management service. Examples include:

## Estate Management policy

- If a tenant reports an external infestation, such as a rat infestation, we may ask the local authority Environmental Health team to remove the infestation.
- Removing abandoned vehicles from adopted roads.
- Investigating noise nuisance.
- Fly tipping.

4.14.5. Where we are taking on a new build scheme, we make sure required services are in place before homes are occupied. We make sure that lessons learnt from previous developments are incorporated into new development schemes' design and build.

### 4.15. Neighbourhood Plans

4.15.1. We use neighbourhood plans to improve the physical or social quality of existing estates and improve our services. This could include:

- Physical changes include new landscaping, parking protection, lighting etc.
- Social initiatives include employment initiatives and activities for young people etc.
- An action plan to create and manage tasks and targets.

4.15.2. Not every neighbourhood will have an action plan; they can be developed as and when issues arise.

4.15.3. The plans are designed to identify current issues important to residents and track deliverable improvements over an agreed period.

4.15.4. We consult residents to inform and validate estate improvement proposals and to measure the impact of deliverables set out in the plan.

### 4.16. Monitoring

4.16.1. We regularly inspect our estates and neighbourhoods to ensure they are meeting acceptable service standards.

4.16.2. Residents are welcome to attend inspections. We use these inspections to monitor the quality of our estate management services using consistent estate standards. This includes:

- Reviewing facilities, such as lighting, door entry systems, bin areas, community rooms, play equipment and laundries, to identify any defects or problems in use.
- Promoting resident involvement in estate management.
- Identifying trip or slip hazards or other possible health or safety issues.
- Identifying repairs and maintenance issues, raising new orders or identifying outstanding work.
- Identifying anti-social behaviour.
- Identifying improvements.

4.16.3. We regularly gather, monitor, and evaluate performance data on the effectiveness of our estate management service to make sure we continue to provide a good service and identify any areas for improvement.

4.16.4. We report performance to the management team on a monthly basis and the Customer Experience Committee on a quarterly basis.

## Estate Management policy

### 5. Equality, Diversity and Inclusion

- 5.1. We have carried out an equality analysis on this policy and found that it sufficiently addresses any potential issues, such as increased risk for residents with mobility or other medical issues if ice, snow or moss are left undealt with.
- 5.2. We have also put in place arrangements to make sure that joint estate inspections, and information about them, are accessible to all residents including those whose first language is not English and those with mobility issues. More information can be found in the full equality analysis.
- 5.3. This policy aligns with our wider Equality Diversity and Inclusion Strategy by supporting the vulnerable, creating places where people want to live and building resilience in people and communities.

### 6. Legislation and Regulation

- 6.1. The following regulation applies to this policy:
  - Neighbourhood and Community Standard (Regulation of Social Housing) 2012
- 6.2. The following legislation applies to this policy:
  - Clean Neighbourhoods and Environment Act 2005
  - Environmental Protection Act 1990
  - Refuse Disposal (Amenity) Act 1978
  - The Removal, Storage and Disposal of Vehicles (Prescribed Sums and Charges) Regulations 2008
  - Law of Torts (Interference with Goods) Act 1977
  - Public Health Act 1936.
  - The Regulatory Reform (Fire Safety) Order 2005
  - Anti-Social Behaviour Act 2003
  - Anti-Social Behaviour, Crime and Policing Act 2014
  - Fitness for Human Habitation Act 2018
  - Fire Safety Act 2021

### 7. Responsibilities

- 7.1. The regional Managing Director and local service delivery teams are responsible for the delivery of the principles in this policy.

### Approval

<b>Version number</b>	1.0
<b>Effective from</b>	27 March 2023
<b>Policy owner</b>	Managing Director (North-East London)