

Report Title: Management and Maintenance of Council Housing Estates

Report for: Housing, Planning & Development Scrutiny Panel

Item number: 8

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Report authorised by: Rachel Sharpe, Director of Housing Services

Lead Officer: Neehara Wijeyesekera, Assistant Director for Housing Management

Ward(s) affected: All

**Report for Key/
Non Key Decision:** For information.

1. Recommendations

1.1. That the report be noted.

2. Describe the issue under consideration.

2.1 This report sets out the overarching picture of how our housing estates are managed and maintained across Housing Services. This will provide the Housing, Planning and Development Scrutiny Panel with an overview of the service offer, what teams are responsible for, and how this links to larger programmes of work.

3. Background

3.1 Our estates are managed by a variety of service areas all with their own responsibilities however these teams work together to ensure neighbourhoods are safe, well maintained and responsive to residents' needs. Through coordinated estate inspections and regular cross service communication, we aim to deliver a consistent and high quality standard of estate management. This collaborative approach allows us to identify issues early, resolve problems efficiently and improve the overall living environment for our residents.

Estate Management

3.2 On a local level within Housing Management, there are a variety of officers that have regular interactions with our communities and will have a responsibility in how low-level improvements, repairs, and other improvements may be identified. For Estates & Neighbourhoods who provide the day-to-day estate management, this includes the below roles and responsibilities:

Job Role	Responsibilities
Estate Services Operatives	Carry out cleaning and caretaking duties to a weekly schedule. Identify and report communal repairs.
Concierge Services	Provide onsite reception service with guidance and information to residents (specific estates only), reporting communal issues/service failures to service providers. Liaise with council services on behalf of residents.
Neighbourhood Improvement Officers (NIOs)	Annual Estate inspections, monitoring of services to communal areas of estates, liaise with service providers including arranging and hosting 'frontline' meetings where required. Identify minor estate improvement work, (inc. bin store improvements), project manage improvement work through to completion.
Estate Safety Team	Dealing with fire safety issues as identified on Fire Risk Assessments, enforce Housings Clear Communal Areas Policy & TORT notices.
Safer Estates	Direct management of Housing CCTV, project management of all new installations and contract management. Identify report/log instances of crime & ASB to the relevant service providers/partner agencies. Liaise with relevant services/external agencies on safety issues on estates including but not limited to leading on safety initiatives.
Neighbourhood Manager	Oversight of all communal services on estates in a geographical area including but not limited to Cleaning & Caretaking, Concierge Services, Waste Management, Grounds Maintenance, Estate Roads/Footpaths & Lighting, Estate Parking, & Estate Improvements. Direct line management of Estate Services Team Leaders, Concierge Managers, Neighbourhood Improvement Officers

- 3.3 To help provide guidance and clarity on how the Estates & Neighbourhoods Service manage the common areas of our Council Housing, the refreshed Clear Communal Areas Policy was approved by Cabinet signing in January 2026. The aim of the policy is to support the effective management of the communal areas of our council housing for the safety of tenants, leaseholders and other users of our premises.

Estate Inspection Process

- 3.4 The Estate Inspection process has three purposes and is carried out the Neighbourhood Improvement Officers (NIOs), which define their terms of reference:
- Quality review of the services on estates: This includes estate cleaning, refuse collection, communal repairs, grounds maintenance, highways, and street lighting.
 - Review of estate issues: This includes issues such as anti-social behaviour on estates e.g. dumping, dogs, gangs, and the review will also

pick up enforcement issues e.g. satellite dishes, grilles, unauthorised alterations, encroachment on land and signage.

- Review of estate improvements: The NIO will identify improvements that may be required to the communal areas of the estate and include these in the current or future tears of the estate improvement programme.

- 3.5 Estate inspections are completed on an annual basis, unless an inspection is triggered by consistently low quality services or issues that have not been resolved by the NIO or other estates services staff. Estate invitations to the inspection are sent out at least two weeks in advance to all residents and ward members and residents who are unable to attend can use an online feedback form or return an estate inspection card (prepaid) to advise of any issues or ideas in respect of their estate.
- 3.6 There are ratings given for each estate inspection which are either excellent, pass, or fail, and this has to be agreed with the residents who have attended. However, an overall grade is not assigned due to the fact that one inspection can cover multiple estates, although each category has its own grade.
- 3.7 Any actions identified from the estate inspections are noted on a report which are progressed through to a conclusion by the appropriate officers or contractors. Updates on these actions should be sent to residents who attended the inspection, involved residents, any local resident association and ward members, however in reality this is not always possible to achieve due to the capacity of officers. Improvements that will help to address this are outlined in section 5.2 of this report.
- 3.8 Whilst these are the formal annual estate inspections, our estates are regularly monitored by the Estate Services team leaders, who complete their own formal assessment on a monthly basis and address any issues as required.

Neighbourhood Improvements

- 3.9 Minor estate improvement work is primarily identified via three main ways:
- Resident feedback, such as through estate inspections and Resident Association Meetings
 - Learning from complaints
 - Officer observations
- 3.10 An annual budget of £750k is allocated for 2025/26 as follows:

Improvement	Budget	Type
Ad hoc	£60,000	Various improvements inc security improvements
Secure Cycle Parking	£50,000	New
CCTV	£150,000	New and upgrades
ESO work lodges	£20,000	
Estate Lighting	£100,000	New and upgrades

Highways/pavements	£150,000	Resurfacing works, new pathway constructions
Bin Stores	£100,000	New and upgrades
Signage	£20,000	
Community Centres	£50,000	

- 3.11 When an improvement is identified and funding is secured, the NIO will write to all affected residents to outline the proposed works and invite their feedback. Any objections received will be reviewed and responded to before a final letter is issued, confirming the anticipated start date, the appointed contractor, and the associated costs.
- 3.12 In the financial year 2024/25 we delivered 112 minor improvements and for the current financial year, we anticipate delivering 76 minor improvements. Improvements for the year 2024/25 included items such as:
- Installation of security gates
 - Seating for supported housing
 - Installing recycled picnic benches
 - Deep cleans of communal areas
 - Installation of hard standings and edging
 - Resurfacing bin areas and installation of new bin areas
 - Lighting improvements
 - Installation of cycle storage
- 3.13 Estate Surgeries arranged by the Community & Resident Engagement service provide residents with regular face-to-face opportunities to raise housing issues in an informal setting, with locations rotated across the borough to maximise accessibility. These surgeries are attended by a variety of staff representatives, including but not limited to repairs, tenancy services, anti-social behaviour, and neighbourhood improvement. Targeted drop-ins are also held for specific communities, such as Somali and Kurdish residents, with translation arranged where possible. From all of these events, issues are raised and recorded for follow-up where this feedback has informed repairs priorities, estate improvements, and service responses that may not have been identified through other reporting channels.
- 3.14 Our Safer Estates team work collaboratively across Community Safety, Concierge, Tenancy Services and partner agencies such as the Police to identify crime and ASB across our estates while introducing and/or improving Housing CCTV network. They work closely with the NIOs in identifying potential physical security improvements to enhance the security of our estates that can be achieved within the available budget. This can include reviewing Environmental Visual Audits carried out by the Police to deploying Rapid Deployment Cameras to flytipping hotspots. Where relevant, the Estates & Neighbourhoods team will work with Asset Management for larger initiatives that require capital funding outside of the allocated Neighbourhood Improvement Budget.

Service Level Agreements

- 3.15 Service Level Agreements (SLAs) are in place against the following service areas that are contract managed by Estates & Neighbourhoods:

Element	Service Area (supplier)	Cost
Grounds Maintenance	Haringey Parks Services	c. £2m annually
Pest Control	Haringey Pest Control	c. £400k annually
Highways & Lighting	Haringey Highways	c. £500k annually
Waste Management	Haringey Waste Management (contracted out to Veolia)	c. £4.2m annually

- 3.16 Performance indicators are monitored on a monthly basis as set out in the individual SLAs and are reviewed as set out by the agreed terms.
- 3.17 For major and recurring services, such as Waste and Grounds Management, monthly liaison meetings are conducted to review strategic priorities and overall service performance. Additionally, an operational meeting is held each month with Frontline Team Leaders to address and resolve local issues promptly and effectively while promoting collaborative working across teams.

Repairs and Maintenance

- 3.18 When communal repairs are identified by our frontline officers, these are reported through the Love Clean Streets app. The app enables officers to upload GPS tagged locations, photographs, and written descriptions, which significantly reduces the need for back office staff to seek further clarification on the issues being reported. We raise on average 1,000 communal repairs a year.
- 3.19 Our Mechanical and Electrical repairs team manage a variety of contracts, working with other teams to ensure issues are resolved through a partnership approach where required. This includes work streams such as door entry systems, lifts, powered gates, and internal CCTV. For 2024/25 there were 2,243 repairs to door entry and internal CCTV systems and 622 repairs to lifts, showing the volume of works required.
- 3.20 For the management of these contracts, we have an overall capital budget split into the varying areas to make sure we maintain our stock a good stand and making sure that we adhere to any legislation changes and future technology.
- 3.21 At a more senior level, the Head of Estates & Neighbourhoods works closely with the Head of Repairs and is a core member of the Repairs Board, which ensures the clear links between day-to-day housing operations and customer experience. By connecting this frontline intelligence with strategic planning, this has helped the Board prioritise effectively and drive a more coordinated approach to improving communal spaces and neighbourhoods and ultimately better outcomes for residents.

- 3.22 An example of this is the new process for reporting emergency repairs, which was borne out of discussions at Repairs Board and monthly meetings. Officers highlighted a gap in the Love Clean Streets app's ability to facilitate emergency repair reporting. To address this, we have established an 'Emergency Communal Repair' communication channel between Estates & Neighbourhoods and Repairs. This enables emergency issues to be quickly identified, reported, triaged, and attended to typically within 24 hours or sooner.

Building Safety

- 3.23 The Building Safety Act 2022 establishes a stringent regulatory regime for "Higher-Risk Buildings" (HRBs) in England, defined as at least 18 metres tall or 7+ storeys with 2+ residential units. There are currently 52 HRBs spread across the borough that the Council are responsible for, where every HRB now has a designated Building Safety Manager (BSM). At present there are 4 BSMs and 1 Senior BSM delivering this service.
- 3.24 The BSMs work collaboratively with teams across the Council to support in the delivery of services to our HRBs as well as delivering the regulatory responsibility. The key activities delivered by the team for our HRBs include monthly building safety block inspections, updating bespoke noticeboards, regular engagement with the Resident Voice Board to deliver the HRB Resident Engagement Strategies, and to monitor and manage hazards in the block to ensure safety.
- 3.25 This means that for our HRBs, there is another layer of oversight that links into the work of other teams such as Asset Management, Repairs, and Estates & Neighbourhoods to ensure that work is identified, hazards are monitored and managed, and that wider improvement work is coordinated effectively as to not put residents at risk.

Asset Management Work Programmes

- 3.26 The Housing Asset Management Team delivers investment in the council's housing stock through the planned major works programmes. This involves the renewal of internal and external building components as well as improvements to blocks, communal areas and estates.
- 3.27 The Housing Asset Management Strategy 2023-2028, which was approved by Cabinet in December 2023, sets out how we will invest in our housing and estates and how this investment will be prioritised to ensure we comply with our statutory and regulatory obligations and requirements and keep our residents safe and warm.
- 3.28 Our investment programme has been developed in line with these priorities and with our commitment to the Regulator of Social Housing to achieve 100% decency in our homes by 2028. Therefore, the key drivers for inclusion within the programme between now and the end of 2028 are works that will bring homes up to the decent homes standard as well as ensuring essential building safety works are undertaken, particularly in our high-rise buildings.

- 3.29 As part of our planning approach where possible we will take a holistic approach to stock investment and this means that we will deliver communal and estate works, including external and communal decorations, as part of the scope of works alongside decent homes and building safety work.
- 3.30 The Asset Management Team also devolve part of our annual capital budget to the Estates and Neighbourhoods team (£1.05m in 2025/26) which is used for improvements to CCTV, highways, lighting, signage, cycle parking, bin stores and other ad hoc capital works on estates.
- 3.31 New initiatives which require capital funding from the Asset Management budget (and potentially delivery assistance from the team) are discussed at Capital Board. For example, recently assistance with delivering Environmental Improvements to improve neighbourhood safety and reduce crime and ASB based on the Clear Hold Build initiative was requested.

Resident Impact

- 3.32 Engaging with residents is a core part of how the Council manages, maintains and invests in its housing estates. Alongside formal estate inspections and performance monitoring, a range of engagement and scrutiny mechanisms are used to ensure that services remain responsive, transparent and accountable to residents.
- 3.33 The Resident Advisory Panel (RAP) forms part of our Resident Engagement structure, who select service areas and complete a comprehensive review which is summarised by a series of recommendations. Following the RAP's scrutiny of Estate Services, the RAP and Housing Services jointly agreed 19 improvement actions. Eleven have been completed and evidenced with RAP, with the remainder scheduled for closure by summer 2026.
- 3.34 To embed continuous scrutiny, RAP receives six-monthly progress updates on each recommendation and conducts a 12-month verification process, including spot checks on selected estates to confirm delivery, providing ongoing independent resident oversight alongside internal monitoring.
- 3.35 The RAP also completed a Repairs review in June 2025, which included communal repairs. This review comprised of desktop reviews, shadowing staff, resident and staff workshops, tenant surveys carried out by the RAP, and a journey mapping workshop jointly between residents and staff. This review concluded 20 recommendations which included improving the process for communal repair tracking and sign-off by Estate Services. Similarly to the Estate Service RAP review, progress will be monitored to ensure completion.
- 3.36 In addition to RAP scrutiny, several resident Task and Finish Groups are supporting the co-design of key service improvements. These include a Grounds Maintenance Group reviewing resident experience of greenspace services, a group co-designing consultation on the Estate Parking Management Scheme as it transitions from contractor enforcement to Traffic Management

Orders, and a Concierge Service Transformation Group shaping future service models.

- 3.37 In essence, from Estate Surgeries to formal feedback, these mechanisms complement formal inspections, performance reporting and internal processes, ensuring resident insight informs both day-to-day management and longer-term investment across housing estates.

4. Performance Monitoring

- 4.1. We have a variety of ways in which performance is monitored. We have our formal Key Performance Indicators (KPIs), which in addition to covering areas such as Decent Homes and Repairs there is a KPI for the percentage of estate gradings being 'Excellent' or 'Pass'. Our KPIs are shared with the Resident Voice Board for discussion and scrutiny in addition to the Housing, Planning and Development Scrutiny Panel and our internal Housing Improvement Board which is chaired by the Chief Executive, the Cabinet Member for Housing & Planning, and cross-party members.
- 4.2. As outlined in section 3.17 there are monthly liaison meetings for our SLAs to review service performance and address any issues in delivery.
- 4.3. There are also regulatory requirements that also set out what services and outcomes we should be providing as a social landlord. The Social Housing Regulation Act 2023 that was introduced allows the Regulator of Social Housing to take action against social landlords before people are at risk and holds landlords to account with regular inspections. The regulator's proactive role is supported by new consumer standards and regular inspections regime, of which there are four key areas:
- Safety and Quality
 - Tenancy
 - Neighbourhood and Community
 - Transparency, Influence and Accountability
- 4.4. Within these standards, there are required outcomes. Some of these are cross-cutting and apply to all of Housing Services, but there are some that can be directly attributed to the work on our Estates and communal areas. Such as, we must work co-operatively with tenants, other landlords and relevant organisations to take all reasonable steps to ensure the safety of shared spaces.
- 4.5. As part of the increased regulation, there is now a statutory requirement to collect tenant satisfaction data. The Tenant Satisfaction Measures (TSMs) collect a variety of data, some of which is performance related and some are perceptive from Tenant Perception Surveys. These are submitted to the Regulator of Social Housing and are published on our website. Those relevant to the management of Estates are:
- Satisfaction that the landlord keeps communal areas clean and well maintained.

- Satisfaction that the landlord makes a positive contribution to neighbourhoods.

5. Challenges and Improvements

- 5.1. As referenced in this paper, we want to ensure that our homes meet the Decent Homes Standard and our planned investment is specifically tailored to achieve this in line with the delivery of the Asset Management Strategy by 2028. This is carefully balanced within our financial priorities and our capacity to deliver; although it is increasingly challenging to meet all of the improvements residents would want to see on their estates as it is subject to the amount of funding that can be made available outside of the set devolved budget.
- 5.2. As part of our ongoing commitment to enhancing service delivery for residents and strengthening visibility across our estates, we will be transferring responsibility for estate inspections from the NIOs to our Housing Officers within Tenancy Services. This change would increase the number of officers undertaking inspections, allowing more frequent inspections and opportunities to engage with our residents and improved communication with ward members. This is in addition to providing a more independent assessment of the condition of our estates and improving capacity to follow up on actions identified during these visits.
- 5.3. We will be continuing to work with the various groups of residents involved in task and finish groups relevant to the Estates & Neighbourhoods service:
- 5.3.1. **Concierge Service Transformation Group**
Our Concierge service has operated in its current form since it was first introduced in the late 1990s. We are undertaking a comprehensive improvement programme, supported by a dedicated Task and Finish group made up of residents, to ensure that any changes reflect the needs and expectations of those who use the service. The objective is to modernise the service and tailor its delivery to the specific requirements of each individual block that benefits from concierge support.
- 5.3.2. **Grounds Maintenance**
The Grounds Maintenance Group are reviewing the resident experience of greenspace services. We are currently in the process of reviewing the Ground Maintenance SLA in order to understand the service that residents expect and the Group are a key part of setting the requirements of what service can be delivered in future.
- 5.3.3. **Estate Parking**
This group are co-designing consultation materials and processes on the Estate Parking Management Scheme which is borough wide on estates that currently have parking enforcement as it transitions from contractor enforcement to Traffic Management Orders.

- 5.4. Key projects are being managed as immediate priorities through the above Task & Finish Groups, with the intention of translating their learning and momentum into a permanent Continuous Improvement Group (CIG) within the Customer Engagement Framework, mirroring other CIGs across Housing Services in order to provide ongoing resident oversight and assurance of estate services delivery.
- 5.5. We will be continuing to embed the recommendations as suggested by the Resident Advisory Panel following their detailed reviews. There is however further work to do with our residents on increasing the level of information that they can access on a regular basis. For example, making performance specifically on communal repairs regularly available to our engagement frameworks and transactional repairs satisfaction being gathered for both internal repairs and communal repairs. These are areas we are working to improve, in partnership with our Resident Voice Board, RAP, and our CIGs across various services.
- 5.6. Building on from the performance information we already publish on the website, we are working with Housemark to integrate the software used for Estate Inspections (Housemark's Photobook) with our housing management system (NEC) allowing us to publish the full inspection reports in the future and provide even more information to residents. This in turn will open up additional digital initiatives that could be explored to further enhance the accessibility and efficiency of the service.
- 5.7. Our borough is diverse, with distinct neighbourhoods and communities that experience our services in different ways. Being genuinely resident led allows us to recognise these differences and respond with solutions that are, transparent and designed around local priorities. It also helps us to build trust which is vital as we continue improving the quality, safety, and sustainability of our homes and public spaces.
- 5.8. By strengthening collaboration between Estates & Neighbourhood Services, Repairs, Building Safety, Asset Management and other core teams, we can create a more consistent and accountable service offer across Haringey. This joined up way of working ensures that issues raised by residents are acted on quickly, systemic challenges are addressed collectively, and our workforce feels empowered to deliver high quality services.

6. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

Not required.

7. Procurement

Not required.

8. Head of Legal & Governance

Not required.

9. Equality

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

8. Use of Appendices - none

9. Background papers - none