

	Estate Management Policy
Policy statement	Paradigm Housing Group ('Paradigm') is committed to ensuring well maintained, and safe estates. The way we manage our estates affects the social, environmental and economic wellbeing of our residents. Where services are provided, we ensure that common parts are inspected, kept clean, safe, secure, regularly maintained, and promptly repaired. The purpose of this policy is to set out our approach to the delivery and management of estate services to internal and external communal areas. Estates generally include block developments, street properties and multiple individual neighbouring street properties where there are shared and communal facilities or areas. Estates management primarily concerns communal and shared areas of estates, gardens and frontages which contribute visually to the estate. We are not responsible for areas on or near our estates which are privately or externally owned or managed.
Objectives	• To maintain a high standard of estate management services that deliver value for money and are accounted for in customer service charges. • To have estates that are kept clean, well maintained, and safe, and that Paradigm and our customers are proud of. • To ensure we have clear estate management standards, which make clear what residents can expect, and what the respective obligations are for both Paradigm and customers in delivering those standards. • To maintain a regular, visible presence on estates. • To ensure we comply with all Health & Safety requirements. • To encourage customers to take responsibility for their environment/estate.
Policy	<u>This policy defines the expectations around the management of the estate services as explained below:</u> <u>Service Contracts</u> All our contracts will be procured following our procurement process. When procuring contract services that have an impact on neighbourhoods (Section 20 only), Customers will be involved and consulted. All service contracts will be closely monitored including the delivery of these services and those provided by third parties. Our contractors are required to demonstrate that they are registered waste carriers, and that all Paradigm waste is taken to an authorised waste treatment facility. Contractors will provide Paradigm with a Waste Transfer Note or Consignment Note after each transfer of waste. The Waste Transfer Notes will be kept on file for a minimum of two years. The Consignment Notes will be held on file for a minimum of three years.

Cleaning:

Regular cleaning will be carried out to our blocks and communal areas. The frequency of cleaning will be weekly unless a specific block service level agreement is in place. The cleaning frequency and summary of the specification will be displayed on the notice board in each block.

Grounds Maintenance:

Blocks, communal areas and land will be kept clean, safe and secure, promptly repaired and kept clear of items. Hedges and shrubs will be cut back, and grass maintained.

Our communal land is classified into three key types for our ground's maintenance specification with the variations included below.

- Designated schemes for older persons include the cutting and collection of clippings
- General needs stock includes cutting and mulch of clippings
- Amenity land (land that is not part of an estate and includes grass verges, and small community grass areas). These areas need less maintenance because the land does not form part of specific blocks.

Grounds maintenance will be managed throughout the year with specific jobs carried out in the summer and winter.

Estates will be visited at least twice each month between March and October. The type of work carried out by the ground's maintenance team will depend on the weather and include grass cutting, weeding of shrub area, litter picking, shrub and hedge trimming, sweeping car park and drying areas. The Estates team will work in accordance with the Wildlife and Countryside Act 1981 guidelines in respect of trees, hedge lines and shrubbery.

During the months of November to February, the visits will reduce to once a month to prepare the sites for spring and make sure the areas remain neat and tidy.

The grounds maintenance summary of the specification will be displayed on the notice board in each block.

Private or individual gardens will not be maintained. This will be the responsibility of the resident/owner as detailed in their tenancy/licence/ lease agreement (where applicable).

Window Cleaning:

It is the customers responsibility to clean their windows.

Window cleaning will only be carried out in the communal areas. i.e. entry and exit doors and windows and landing areas and on the external parts of windows where the design is such that they cannot be cleaned by the customer.

All window cleaning is service chargeable to the residents.

The window cleaning summary of the frequency and dates will be displayed on the notice board in each block.

All windows in designated schemes for older persons will be cleaned externally, and service charged.

Vandalism and Graffiti

Reports of vandalism and graffiti will be responded to promptly and repairs carried out to any damage of our property.

We will strive to remove offensive and obscene graffiti within one working day of receiving a report.

Action will be taken against perpetrators who are found to be responsible for committing vandalism and spraying graffiti, this may include reporting the vandalism and graffiti to the police and pressing of charges where appropriate as well as appropriate tenancy enforcement action.

Parking:

Car parks are designed for resident parking only. Where there is provision then visitor's parking will be allowed.

All vehicles parking within our car parks must be in a road worthy condition and have current valid vehicle excise duty and a current MOT.

Controlled car parking schemes will be introduced across estates on a case by case basis to minimise any non-resident parking. These controlled parking schemes will be operated by an independent parking contractor.

Customers will be consulted, and a simple majority of those voting will determine whether the parking control scheme is to be introduced or not. The operation of any parking controlled scheme will be wholly managed by the parking control contractor.

The parking control contractor will have the responsibility to use appropriate legal measures and set charges in conjunction with Paradigm to deter parking that contravenes the scheme.

On sites where there is a controlled parking scheme, the parking contractor will manage any disputes in relation to any fines that may have been issued in accordance with the parking contractors prescribed process.

Paradigm will only deal with and investigate any complaints about the performance of the parking contractor.

Tree management:

The management of trees will be dealt with under our Tree Safety policy.

Garages:

Garages are managed by a specialist garage management company. The garage management company are responsible for all aspects of garage management, see the Garage Letting Policy.

Communal bins:

Communal bins are for use by residents only and must be used in accordance with Local Authority waste and recycling guidelines. Where waste and recycling guidelines are not followed and a customer contravenes these, Paradigm may recover the costs for any rectification through re-charging both individuals and residents of a block.

Where non-residents are the cause of any contravention this will be dealt with as fly tipping (please see section below regarding use of communal areas). Costs for any rectification of fly tipping may be recovered through re-charging both individuals and residents of a block.

Estate Waste Management

Paradigm has a duty of care to dispose of waste in accordance with the Environmental Protection (Controlled Waste) Regulations 2004 and Hazardous Waste Regulations 2005.

Use of communal areas (internal and external):

A zero tolerance approach will be taken to ensuring that communal areas and communal cupboards both internally and externally are kept free from hazards that can cause a fire or restrict escape routes.

The only exception to this will be door mats and potted plants that do not impede emergency access and escape.

Paradigm retains the right to remove any items as detailed in the TORTS (Interference with goods) Act 1977 to ensure customers are able to live in safe homes and communal areas are kept free from combustible materials and trip hazards.

Any items left in internal or external communal areas that are damaged or causing a fire/health & safety risk will be removed immediately and re-charges made where applicable.

Customers will be encouraged to take responsibility for keeping communal areas free of hazards with information provided on noticeboards setting out the details of expectations of standards.

Bike sheds:

Bike sheds are for use of residents only and for the storage of bikes only. The storage of powered vehicles or any other electrically powered vehicle is prohibited due to the fire risk. Bikes are left at the owner's risk. Any items other than bikes left in bike sheds may be removed and the cost associated to this will be recharged to the owner or residents of a block.

Communal gardens:

Communal gardens are for the enjoyment of all customers who have a right to access these. Customers should not erect fences, gazebos, structures, barriers, fit locks or create obstructions or hazards in communal gardens that stop customers from enjoying and accessing the area and the estates team being able to carry out regular maintenance.

Customers must not make any changes to the communal gardens i.e. planting shrubs and beds unless permission has been given in writing. Permission will be considered on a case by case basis in conjunction with the Estates team and by the Customer and Neighbourhood officer

Customers must use communal gardens with consideration for others particularly in relation to the time and noise associated with any social use so as not to cause a nuisance that may constitute anti-social behaviour.

Fly tipping

Customers are responsible for ensuring that their refuse and recycling is disposed of correctly as directed by the local authority.

Customers will be encouraged to work with us to ensure environmental offences such as fly tipping, bulk waste, littering, animal faeces and abandoned cars do not happen. Where they do occur, we will adopt a zero-tolerance approach to resolve the concerns.

We will work in partnership with local enforcement agencies, which could include legal action against those committing such crimes or acts on our land and we will look to recover any associated costs from those who have committed the crime act/s.

Invasive plants:

Invasive plants can cause severe damage to communal grounds and can take several years for successful removal. Such plants include:

- Japanese knotweed
- Hogweed
- Himalayan Balsam
- Ivy

Paradigm will take reasonable steps to ensure invasive plants are identified and treated at the earliest opportunity. These plants will be treated, and regrowth will be controlled in line with good horticultural practice and legislation.

Any customer found to have planted, introduced, or caused spread of these plants will be liable for the cost of the removal and regrowth control.

CCTV:

Refer to Paradigm's CCTV Policy.

Fire management:

Any issues identified that could lead to or increase the impact of a fire will be reported and actioned immediately. Refer to Paradigm's Fire Safety Management Policy and Approach to Fire Risk Assessment document.

Signage (excluding parking):

Paradigm will ensure that signage on our estates is clear, relevant, and well maintained in all the blocks that we own and manage. We will ensure that health and safety and other mandatory signage is present where required on internal and external communal areas.

Paradigm will not 'brand' any estate or use any non-enforceable signs; however, name signs will be erected for each block. We will not use Paradigm's logo externally on any new signage.

Play areas:

Where we are responsible for the maintenance and management of play areas, we will carry out regular inspections in line with the Royal Society for the Prevention of Accidents (ROSPA) guidelines to ensure compliance with safety. Paradigm will recover the costs through service charges.

Pest control in communal areas:

	Where pest infestations are identified within communal areas Paradigm will be responsible for organising treatment. If during investigations, it is found the pest infestation is from a customer's property Paradigm will act to recover the costs of the treatment. <u>New Build sites</u> We are committed to working with developers on new build sites to ensure that any new homes meet Paradigm's agreed estate management standards. This means that they should be designed with the long-term management services they will require in mind, and with a focus on keeping service charge costs reasonable and in line with our service charge policy.
Scope	This policy applies to all general needs, supported, older people housing schemes, home ownership and mixed tenure estates owned and managed by Paradigm Housing. This policy covers the management and upkeep of internal and external communal areas including land where Paradigm Housing has a sustained interest. The service offer in this policy does not include blocks managed by managing agents as this is covered in our asset management strategy however, we will visit the managed blocks and report any findings to the block and lease manager for investigation and resolution with the respective agents. Below are other areas excluded from the scope: • Communal repairs and maintenance (i.e. fencing, street lighting) except for minor repairs carried out by an estate officer during a site visit. All other communal repairs will be escalated to our Repairs team for remediation. • Investment works (i.e. planned works relating to communal decoration, window replacement, flooring replacement). The Estates team will report and share any information that would potentially support these investment decisions. • Anti-social behaviour • Service charge policy and approach • Approach to land disposal All the above have policies within their own right and read in conjunction with this policy. Other areas excluded from this policy are services that are delivered by other Partners/agencies including: • Provision of recycling and refuse collection • Highway issues • Parking outside of Paradigm land • Street lighting not owned by Paradigm
Accountability and Responsibility	The Assistant Director of Repairs and Planned Investment is responsible for ensuring: • The overall implementation of this policy • The financial and resource requirements are provided to maintain compliance with this policy. • That any works are compliant with all relevant health and safety legislation.

	• Advise on the potential areas of risk and identify where systems do not comply with the guidance. • Develop KPIs based around, legal compliance, risk identification and mitigation which the board will examine through the organisational power BI reports • Ensuring the Executive Board is informed of any incidents that may affect the image or reputation of Paradigm The Operations Manager Voids and Estates services is responsible for ensuring: • The implementation and performance management of this policy • This policy is monitored and audited at regular intervals • Planning and ensuring effective operational and commercial performance of Estates Services • All members of the Paradigm Estate Team and contractors are competent, hold appropriate certification of qualification/training to undertake the work required of them. • The estates team are adequately resourced and competent to fully implement this policy. Estate Services Manager is responsible for ensuring: • The daily operational implementation of this policy and associated procedures • Their line manager is fully informed with regards to resources and/or training needed to implement the policy, and any difficulties in the implementation of this policy • Paradigm staff have received information, instruction, and training so that they know and understand Paradigm policies and procedures • Contractors are competent, hold appropriate certification of qualification/training to undertake the work required of them. • Set, manage, and report on monthly performance against targets taking timely and effective action to address under-performance against these targets and behaviours. • To identify training needs of the team, create personal development plans for the estates team • Contract management of all estate's soft facilities contracts, including managing/monitoring performance, managing contract meetings, and reviewing contracts due for expiry Estate Services Team are responsible for: • Carrying out all monthly compliance inspections and recording, ensuring any necessary remedial actions are taken • Monitoring and reporting on contractor compliance to ensure delivery of grounds, bulk waste, block cleaning, window cleaning and tree works • All advisory notices on the maintenance of estates are kept up to date and displayed on the block notice boards. • Reporting any tenancy management concerns to the Customer and Neighbourhood teams • Reporting any concerns about the compliance of the blocks managed by third party companies to the Asset Management Team • Carrying out minor repairs during all compliance inspections • Completing functional tests of emergency lighting, lifts, fire alarms and fire doors during monthly visits to ensure block compliance.
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	- Investigating and resolving concerns relating to estates service management Estate management services are delivered and supported by various teams within the business including: Customer and Neighbourhood Teams - Confirming customer responsibilities regarding estate management ensuring that the landlord/tenant responsibilities are explained to all customers - Completing tenancy enforcement action where required and working closely with the estates team to inform neighbourhood improvement projects. Compliance Team - Complete remedial actions and repairs required to ensure compliance of fire door safety Property Services Maintenance Teams are responsible for. - Facilitating and carrying out communal works in line with our repairs policy. Asset Management Team - The block and lease management agreements are implemented by the Managing agents Customer services - Ensuring that the Estates Services team are advised of any concerns raised by customers in relation estates services
Monitoring / Auditing and Controls	Performance Management of Estate Services - Regular spot checks of estates and contractor performance are carried out by the Estates team - the Estates team keep comprehensive and accurate inspection records, which will be stored securely which is in a format that enables easy recall - All inspections are completed using a scoring matrix measured against set key performance indicators - Weekly testing of fire alarms is completed by the Estates team - The performance management of estate standards will be monitored and audited through estate visits each month including: - Compliance testing of fire doors and functional tests of equipment such as communal lifts, emergency lights - Visual assessment of health and safety of shared areas - Identify, remedy or report any defects, such as; Repairs, Graffiti, Abandoned vehicles Service contracts - All estates contracts have key performance indicators which ensure contractors are compliant and deliver agreed services. - Competitive tendering of service contractors is completed in line with the procurement policy - We have weekly, monthly, quarterly meetings and annual reviews of the performance of all service contracts Key Performance Indicators for: - Grounds Maintenance

	• Block Cleaning • Window cleaning • Bulk waste Services (fly tipping, littering and abandoned cars) • Block Compliance • Pest control Training All estates services staff will undertake mandatory training and e-learning i.e. asbestos awareness, fire safety and health and safety training. Collaborative working The Estate team work collaboratively with the neighbourhood team and other directorates to ensure services are fulfilled, that we listen to and act upon customer feedback and that neighbourhood concerns are addressed.
Cross References	• Tenancy Management policy • Anti-social Behaviour policy • Service Charge Policy • Responsive Repairs policy • Procurement Strategy • Garage Lettings Policy • Tree Policy • CCTV policy • Asset Management Strategy • Tenancy and Estate Management Statement of Approach • Fire Safety Act 2021 • Fire safety Regulations 2022 • Fire risk assessment guidance • Building Safety Act 2022
Policy Owner	Executive Director – Property
Prepared by	Operations Manager Voids and Estates Services
Approved by	Executive Board
Date of Board approval	N/A
Effective date	November 2022
Review date	November 2025
Version control	V4 supersedes v3 dated May 2018

Record of Amendments			
Date	Version	Approved By	Details of Amendments
Sep 2014	V1	Housing Services Committee Amalgamated Board Nov 2014	Final amendment with change to service standards accepted by HSC November 14
Sep 2017	V2		Reviewed no changes
April 2018	V3	TBC	Reviewed in line with service now under Asset Management
November 2022	V4	Executive Board	Policy statement aligns with Neighbourhood and Community Regulatory standard. Policy updated to include Environmental Sustainability approach to waste management and biodiversity. Clearer definition of Estate Management added Minor repairs during estate compliance inspections added Responsibilities updated to reflect directorate change for the Estates team Monitoring and Controls section made more accountable and defined including KPI's. Responsibilities aligned to current structures