



Estate Management Strategy

“A Green and Pleasant Govan”

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Our Vision, Our Mission, Our Values

Our Vision

Elderpark Housing will lead the way in delivering outstanding customer services and great places to live.

Our Mission

To provide quality, affordable homes and excellent services which place a focus on our customers and enhancing our communities.

Our Values



Equality and Diversity Statement

Elderpark Housing are committed to ensuring people or communities do not face discrimination or social exclusion due to any of the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation.

This document complies with the Associations Equality and Diversity Policy.

The Association will regularly review this Policy for equal opportunities implications and take the necessary action to address any inequalities that result from the implementation of this Policy.

Executive Summary

Policy Author

This strategy has been developed by the Director of Housing and Customer Services and responsibility for implementation and review sits within the remit of the DHCS.

Purpose of the Policy

The purpose of the strategy is to set out how the association intends to fulfil its business plan objectives to develop estate management services which helps to maintain an attractive and safe environment

Aims and Objectives of the Strategy

This **The Aims and Objectives of the Strategy**

- To promote and facilitate inter-agency cooperation and partnerships as a means to enhance and maintain the local environment and streetscape.
- To maintain the Elderpark's communal areas and open spaces as an attractive, vibrant and safe environment so that residents can enjoy the use of their homes.
- To maintain an environment which is clean and tidy and in particular to work with agencies to tackle littering.
- To respond to complaints and enquiries with a high degree of customer care, with a focus on trying to solve problems and assist residents to fulfil their tenancy obligations.
- To procure value-for-money estate management services and monitor the quality and consistency of the service delivery and where appropriate take appropriate remedial action if their performance levels fall below contractual KPIs.
- Use a variety of techniques to consult with tenants and residents on estate management issues and ensure that services are appropriate and relevant to local needs
- Ensure that estate management services are planned, adequately resourced and effectively budgeted and controlled

Legislative and Regulatory Compliance

The success of the estate management strategy is based on the interdependence of implementing several policies, from health and safety, to regeneration to procurement. These policies are detailed under the section Related Strategies and Policies. It should also be noted that a key driver for success is that staff embrace the Association's values and are proactive, visible and approachable.

In terms of Regulatory Compliance

- Indicator 13 of the Charter Indicators: Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in

From the Regulatory Framework the Association, this policy links with:

- Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
- Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

Equalities

Following a Equality Impact Assessment no there is no evidence of positive or negative discrimination

Privacy

The Strategy will be published on the website and any personal details of tenants consulted with, who participate in surveys or participate in registered groups will be handled in line with the association's Privacy Policy.

Related Policies

Policy Title	Location
Asbestos Policy	V:\Elderpark Policy Suite\Maintenance Policies\M1 Asbestos Management Plan.pdf
Pest Policy	V:\Elderpark Policy Suite\Maintenance Policies\M10 Pest Control Policy.pdf
Fire Safety Policy	V:\Elderpark Policy Suite\Maintenance Policies\M11 Fire Safety Policy.pdf
Lift Safety Policy	V:\Elderpark Policy Suite\Maintenance Policies\M12 Lift Safety Policy.pdf
Electrical Satefy Policy	V:\Elderpark Policy Suite\Maintenance Policies\M13 Electrical Safety Policy.pdf
Planned and Cyclical Maintenance	V:\Elderpark Policy Suite\Maintenance Policies\M3 Planned and Cyclical Maintenance Policy.pdf
Tenacy Sustainment Policy	V:\Elderpark Policy Suite\Housing Management Policies\H19 Tenancy Sustainability Policy.pdf
Anti social behaviour Policy	V:\Elderpark Policy Suite\Housing Management Policies\H3 Anti-social Behaviour Policy.pdf

A Green and Pleasant Govan

Business Planning Objectives

A vision of a vibrant neighbourhood

The aesthetics of our environment is an important aspect of the Association achieving our vision statement of, a “Vibrant neighbourhood where everyone can prosper”. This image encapsulates a community that fosters a strong sense of identity and has a neighbourhood vibe of a well-serviced village with a city.

There is a connection between a vibrant neighbourhood which is clean, neat and tidy and the well-being of residents. A clean environment facilitates good health and helps build robust well-being. It can also be used to reduce pollution and promote biodiversity. This estate management strategy aims to outline our journey to our vision statement.

Business Plan

In our business plan, we have recognised the importance of developing a comprehensive estate management strategy that seeks to maintain our common areas as attractive locations whilst recognising that a reduction in public services may result in the Association having to take up some services which were provisionally provided by the Glasgow City Council.

We also seek to ensure that residents have a variety of opportunities to provide feedback on services including highlighting areas to be improved or helping facilitate their communication with partners who control aspects of their external environment.

Also, to achieve a vibrant community we need residents to participate in the managing of their community, either through compliance with their tenancy obligations or by volunteering or engaging in activities which promote an attractive environment.

Our Stock and Neighbourhood

Our stock consists of 1340 properties and 250 factored units. The majority of our stock is located in the Elderpark area of Govan, consisting of traditional tenement stock and 7 new build estates.

The remainder of our stock consists of:

- Tenemental properties along Clynder St in Ibrox
- 7 tenemental closes in Cessnock
- The tenements opposite Kinning Park underground
- A new build estate opposite Ibrox Primary school

Values Turn Vision into Reality

Our values include being:

Caring : a caring, kind and compassionate nature

Reliable: We are honest, trustworthy and reliable in everything we say and do

Fair: We are fair and non-discriminatory, treating each individual with the utmost respect

Open.: We display strong integrity, and what we do is open and transparent

Adaptable. We are responsive to change to meet the needs of our customers

In order to translate our vision into reality we have set four company objectives:

- Excellent customer services - This includes listening and learning from our tenants and owners so that they can help shape our priorities and activities. It also includes responding positively to complaints and feedback.
- Partnership working. We share our community with a range of partner agencies from the Police, and local government to voluntary agencies all of which have a shared vision of a well-maintained and peaceful neighbourhood. We recognise the benefits of pulling ideas and resources to design and deliver new solutions. We also need to think collaboratively and innovatively to adapt to an environment where aspirations are outpacing resources.
- Ensure a high level of compliance with best practise in terms of Health and Safety and procurement. This will ensure that ensure the best quality contractors and consultants are appointed at the most effective price and that we look after the well-being of residents who live or visit our properties.
- Our approach to service delivery is based on the ethos of a single point of contact, whereby we have a highly visible Estates Officer who attempts to solve resident's problems and provides on-the-spot assistance and advice. This service is supported by our generic Housing Officers who manage specific estates and streets and who have a detailed knowledge of their tenants and residents.

Our Impact on the Built Environment

Related Strategies and Policies

The estate management strategy is one of several interlocking strategies and policy documents which affect how we manage our built environment. These include

- This strategy links into our **asset management** plan which ensures that we will minimise the whole life costs from installation to disposal of all the assets and components which make up our housing stock. The asset management plan is updated with stock condition surveys or more specific inspections such as the condition of sandstone tenements or roof inspections.

- This strategy is also an integral part of the effective day-to-day management of our stock, which will help ensure that we **reduce the number of refusals of accommodation**, thus reducing void loss, and by utilising a **comprehensive maintenance contract, including cyclical maintenance** which ensures that communal repairs are remedied effectively.
- The Association when seeking out new **development opportunities** which will enhance the environment, for example, new build development in Elderpark Street/ Nimmo Drive will result in the demolition of an industrial unit and an obsolete community centre to create attractive housing.
- Health and Safety (H&S) obligations include communal electrical safety checks (EICR) carried out every five years, asbestos surveys of the common areas to ensure that we comply with our duty to manage asbestos, and that lifts will be correctly maintained and periodically examined in line with current legislation. H&S considerations for the aforementioned services are detailed in separate policy documents.
- Our antisocial behaviour policy ensures that we have an accountable process to identify, record and put in place procedures to deal with incidences of anti-social behaviour, in accordance with legal provisions and contractual terms contained within the tenancy agreement.

The implication of the Estate Management Strategy on the Built Environment

We will provide the following services to ensure that we provide a pleasant, attractive and safe environment:

Regular Close and Communal Inspections

We commit to inspecting every communal area and garden area at least once every 3 months. Supplemental visits will be carried out to deal with breaches in the tenancy agreement and/or health and safety issues. The inspection sheet will be stored and used to verify compliance and if required, to deal with insurance claims or complaints.

We aim to keep common areas clear, so as to ensure an unimpeded exit in the case of an emergency and also to ensure that combustible material is not left or housed in the common areas. We will display fire preventive notices in the closes. Where combustible material is left, staff will make a risk assessment as to whether to dispose of items, whilst recognising the removal of such items could constitute theft. In the case of repeat offending the Association will issue a warning of breaches in the tenancy agreement.

Should we receive a report of an estate management issue, we will endeavour to visit, inspect and action this no later than 5 working days from the date it is reported to us.

Procured Estate Management Services

The Association in response to feedback from residents will procure estate management services to ensure that the area is well maintained. As detailed in Appendix 11 the feedback from residents confirms that the services delivered are of high quality and to help ensure this consistency we have broadly kept contract specifications unchanged. The services provided include:

- A fortnightly close cleaning service and a quarterly communal window cleaning service
- A weekly refuse bulk uplift service for flatted accommodation and an occasional fly-tipping reactive service. Residents in houses need to contact Glasgow City Council directly or take bulk items to recycling centres/cleansing depots
- A three-yearly composite flooring resealing service
- A Landscape and Gardening contract which aims to maintain neat and functional spaces which are free from potential hazards. In addition, specific areas of prominence and visibility will exhibit a strong character and beauty by planting and maintaining shrubbery and flowers. Where appropriate we will seek specialist advice from a landscape architect.
- Offensive graffiti will be removed within 2 hours of the report and treated as an emergency response repair. Other graffiti or vandalism will be remedied within 10 days and will be investigated as an anti-social behaviour complaint
- Communal repairs are remedied within 10 days of being reported
- Pest control is not directly a landlord tenancy obligation. However, we can be liable to eradicate an outbreak should it move from one property to another. We aim to intervene to ensure serious outbreaks, such as bed bugs, rats, and cockroaches are eradicated as soon as possible. They can be a risk to public health and if not treated, can spread into the fabric of the building with the result that they become very difficult and expensive to eradicate. We manage pest control through our Pest Control Policy and take proactive steps such as having in place a rat baiting programme.

We will try to procure the above services as efficiently as possible by working in partnership with other associations in terms of joint procurement, advertising procurement contracts at the same time and sharing services. We will also consider the business case for in-house estate management services. The synopsis will be can we achieve financial savings and also offer greater flexibility and control in terms of service delivery?

Commitment to small-scale enhancements of the Built Environment

We will seek out funding opportunities and partnership working to help promote the attractiveness of the streetscape and also provide additional services for residents to enhance the use and enjoyment of their environment. To date, this has included:

- Bike Sheds in Back courts

- Murals installation in prominent locations
- Planting additional shrubs in prominent and visible locations
- Organising arts displays in the Studio window on Crossloan Road
- Maintain the façade of commercial properties which we own and seek to ensure that they are used for purposes which add value and vibrancy to the neighbourhood
- Support the development of two community gardens, Ibrox Flower Field and Moogety Garden, offering a blend of community activities and a pleasant welcoming environment

As part of the action plan accompanying this strategy, we will seek other opportunities, which include alternative uses for the demolished janitor house at Hill's Trust and additional murals. We will allocate a small annual budget each year to help support the enhancement of the streetscape and communal areas.

The effect on the Built Environment on individuals

Tenant Responsibility for the Immediate Environment

Tenants' responsibility for their immediate environment is detailed in their tenancy agreement. At tenancy sign-up, we will highlight these responsibilities as detailed in documents such as the online tenancy information video, sign-up checklist list up, clauses in the tenancy agreement, an estate management flier, the tenant's handbook and new tenant visits. They include the tenants' obligation to:

- Keep the close and communal areas clean and litter free
- Maintain their private garden maintenance
- Comply with arrangements for bulk uplift of refuse and bin collection
- Report repairs and common repairs
- To comply with clauses in their missive about anti-social behaviour/respect for others.
- To seek consent to keep a domestic pet and take reasonable care to ensure that it does not a nuisance or damage property.
- Comply with car parking arrangements and abandoned vehicles

Compliance with Tenancy conditions

To achieve our vision of a vibrant neighbourhood we need to promote a culture whereby residents take responsibility for their obligations to look after their homes and have an interest in the well-being of their built environment. This involves promoting how individual actions can help achieve the personal and collective aspirations of a "Green A Pleasant Govan". However, should tenants have difficulty in maintaining their tenancy because of a vulnerability or disability we will seek to refer them to the appropriate agency or where applicable offer support from our tenancy sustainable budget.

We will seek to promote this vision through garden competitions and also consider the merits of a garden equipment library.

Where tenants are breaching their tenancy obligations and this is down to a tenant choosing not to comply with the terms of their tenancy, action will be taken against them for breaching their tenancy agreement. Action can be escalated as far as court action and eviction stage if necessary, however, this will only be as a last resort. All tenants will be afforded ample opportunities to resolve matters and avoid this action. A report to any appropriate agency such as the Police, Fire, and Environmental Health service will also be made, including Glasgow City Council's Community Enforcement Officers who issue fixed penalty notices for dog fouling or littering.

In situations where tenants or residents are identified and fail to address the situation, we may re-charge those responsible for the costs of rectifying the situation, including contractor's fees, legal fees or fees required to any other agencies. These will be treated as rechargeables and actioned accordingly.

Individual Effect on the Wider Environment

Residents have the opportunity to engage in shaping priorities and services by responding to surveys, attending focus group meetings or attending walkabouts to identify issues which we can report to the responsible authorities, such as fly-tipping, graffiti on junction boxes, missing manholes covers etc.

When tenants have expressed an interest in looking after a specific area on their estate, we will engage with them, seek to offer additional support from community gardeners and apply for funding to support them.

We will also seek to work with partners, including schools, on campaigns to tackle littering and dog fouling.

Information and Consultation To Tenants

Methods of Communication

We will seek to provide information to tenants and consult with them on estate management issues through a variety of methods. These will include:

- Providing fliers on Estate Management Services
- Use of groups on CX-Feedback of tenants interested in wider estate management, where we can target information and events such as walkabouts and inspections
- Surveys, including digital and paper surveys
- Information in close about service delivery including using QR codes
- Close and Estate Meetings
- Satisfaction regarding how tenants and residents view our contribution to the management of the neighbourhood, will be included in the large-scale satisfaction survey, which is currently on a 3 yearly cycle

Complaints about Other Service Providers

When a complaint is received by us relating to services provided by another agency, the tenant should be encouraged to take the complaint up with the relevant agency. Advice can be given concerning the most effective channels. For example, reporting issues to Glasgow City Council through the MyGlasgow app.

Complaints about Elderpark Services

Complaints about our services will be dealt with through our model handling complaint procedure. The individual estate management contracts will have specific clauses regarding how contractors respond to complaints.

Partnership Working

We aim to work in partnership with other agencies who have a shared objective of maintaining Govan as an attractive place to live. This means we act as a conduit to lever in services or provide the infrastructure for services to be delivered. The success of this approach is evident in our community gardens, bike sheds and murals and illustrates our ability to act as a trusted and reliable partner.

To support this partnership we will keep up-to-date records and contact details of key personnel in a shared drive.

We will continue to participate in the Govan Thriving Place Environment & Community Safety Group to maintain relationships, particularly with key personnel within Glasgow City Council, including Cleansing, Neighbourhoods & Regeneration and environmental officers. The objective of Thriving Places is to develop a setting and framework for joint working and problem-solving.

We will also participate in city-wide forums, such as Glasgow & West of Scotland Housing Forum's (GWSF) dialogue with senior council employees on environmental issues. This helps to give us access to senior management with the City Council as well as supporting GWSF's campaign against mission creep whereby local housing associations take on services provided by statutory agencies.

Monitoring of the Strategy

The strategy will be monitored by the implementation of the action plan in Appendix1.

The time scale and budget implications with the review in November / December of each and the outcomes reported to the Management Committee.

A key review of this strategy will be the decision as to whether to employ an in-house environmental team. This decision will be made by December 2023.

Appendix 11 Consultation with Residents.

Satisfaction Survey Consultation with Tenants and Residents

The Association commissioned a large-scale tenant and resident satisfaction survey in March 2022 and found 88.5% were satisfied with how Elderpark contributed to the management of the neighbourhood they lived in. The results varied from a high of 100% in Kinning Park / Cessnock to a low of 82.1% in Ibrox,

When asked how we could improve the neighbourhood as a place to live, the response was litter (27.9%), tackling dog fouling (16.2%), sorting out problem neighbours (9.8%) and dealing with fly-tipping (8.2%).

Concerning improvement in the neighbourhood which was linked to services produced by Elderpark only 5.8% noted we were to improve the backcourt or communal areas, 3.8% noted improvements in landscaping and 1.5% noted improvements in close cleaning.

Other issues identified by Twenty-one tenants (5.1%) identified another improvement to their neighbourhood. The full list of

- ✓ Deal with rats.
- ✓ Ensure people look after their gardens.
- ✓ Have more things for people to go to, such as young people.
- ✓ Inspect closes regularly.
- ✓ Parking for residents and not shipyards.
- ✓ Younger kids have been smashing bottles in the close and it is always full of glass; this needs to be dealt with.

The outcome of the Focus Group Meeting

The Association organised two estate management focus group meetings over the summer of 2022 and the suggestions of how to enhance the environment included:

1. Encourage local shops to sponsor a bin...the idea being the shops support local clean-ups and at the same time get some positive local feedback
2. Do more to promote the value of volunteering
3. Create a resource hub where people can collect litter pickers & high-vis vests etc
4. Create a virtual estates group through Whatsapp or other platforms (the hope is people who might not attend an in-person meeting will exchange ideas virtually)
5. The estate's officer should be more visible in the community and identifiable as the person to approach for all estate issues
6. Explore the business case of bringing estate Management service in-house so that the service can be more flexible.

Equality Impact Assessment

Name of Policy to be assessed	Estate Management Strategy	New policy or revision of existing?	New Strategy
Person(s) responsible for assessment		Aidan McGuinness	
Briefly describe the aims, objectives and purpose of the policy.	<ul style="list-style-type: none"> • To promote and facilitate inter-agency cooperation and partnerships as a means to enhance and maintain the local environment and streetscape. • To maintain the Elderpark's communal areas and open spaces as an attractive, vibrant and safe environment so that residents can enjoy the use of their homes. • To maintain an environment which is clean and tidy and in particular to work with agencies to tackle littering. • To respond to complaints and enquiries with a high degree of customer care, with a focus on trying to solve problems and assist residents to fulfil their tenancy obligations. • To procure value-for-money estate management services and monitor the quality and consistency of the service delivery and where appropriate take appropriate remedial action if their performance levels fall below contractual KPIs. • Use a variety of techniques to consult with tenants and residents on estate management issues and ensure that services are appropriate and relevant to local needs • Ensure that estate management services are planned, adequately resourced and effectively budgeted and controlled 		
Who is intended to benefit from the policy? (e.g. applicants, tenants, staff, contractors)	Resident in Greater Govan, including our tenants and factored owners		
What outcomes are wanted from this policy? (e.g. the measurable changes or benefits to members/ tenants / staff)	The purpose of the strategy is to set out how the association intends to fulfil its business plan objectives to develop estate management services which helps to maintain an attractive and safe environment		
Which groups could be affected by the policy? (note all that apply)			
Age		Disability	

Gender reassignment		Marriage and Civil Partnership	
Pregnancy and Maternity		Race	
Religion or Belief		Sex	
Sexual Orientation			
If the policy is not relevant to any of the equality groups listed above, state why and end the process here.			
The strategy is focus on the quality, safety and attractiveness of the built environment. It is not person centred.			
Have those affected by the policy / decision been involved?			
We have held tenant satisfaction survey and two focus group meetings on the strategy.			
Describe the likely positive or negative impact(s) that the policy could have on the groups identified above.	Positive Impact(s)		Negative Impact(s)
	N/A		N/A
What actions are required to address the impacts arising from this assessment? (This might include: additional data, putting monitoring in place, making adjustments, taking specific action to mitigate any potentially negative impacts)	N/A		

Signed:	<i>Aidan McGuinness</i>
Dated:	8 th November 2022

GDPR Impact Assessment

Name of Policy to be assessed	Estate Management Strategy	New policy or revision of existing?	New Strategy
Person(s) responsible for assessment		Aidan Mc Guinness	
Briefly describe the aims, objectives and purpose of the policy.	<ul style="list-style-type: none"> •To promote and facilitate inter-agency cooperation and partnerships as a means to enhance and maintain the local environment and streetscape. •To maintain the Elderpark’s communal areas and open spaces as an attractive, vibrant, and safe environment so that residents can enjoy the use of their homes. •To maintain an environment that is clean and tidy and in particular to work with agencies to tackle littering. •To respond to complaints and enquires with a high degree of customer care, with a focus on trying to solve problems and assist residents to fulfil their tenancy obligations. •To procure value-for-money estate management services and monitor the quality and consistency of the service delivery and where appropriate take appropriate remedial action if their performance levels fall below contractual KPIs. •Use a variety of techniques to consult with tenants and residents on estate management issues and ensure that services are appropriate and relevant to local needs •Ensure that estate management services are planned, adequately resourced and effectively budgeted and controlled 		
Which type of data will be used by implementation of this policy? (e.g. personal, sensitive or special category)	<p>Tenants' personal data, will be used to respond to complaints and to encourage and promote consultation.</p> <p>Contractors and staff will communicate via a variety of methods..</p>		
What outcomes are wanted from this policy? (e.g. necessary to meet legal obligations)	To develop estate management services that help to maintain an attractive and safe environment		
Which groups could be affected by the policy? (note all that apply)			
Tenants	Apply	Committee	
Employees	Apply	Contractors	Apply

If the policy is not relevant to any of the data groups listed above, state why and end the process here.

Have those affected by the policy / decision been involved?

We conducted a tenant satisfaction survey and held two focus group meetings.

Describe the likely positive or negative impact(s) that the policy could have on the groups identified above.	Positive Impact(s)	Negative Impact(s)
	Environmental Improvements	

What actions are required to address the impacts arising from this assessment? (This might include: additional data, putting monitoring in place, making adjustments, taking specific action to mitigate any potentially negative impacts)

None.

Signed:

Aidan McGuinness

Dated:

08.11.2022

Appendix 1 A Green and Pleasant Govan

Implementation Action Plan - Nov 2022 to May 2024

The lead for implementation of this action plan will be the Estate Inspector, supported by the Director of Housing And Customer Service. Additional staff support and resources are noted in the action plan

Procurement		Additional Staff Support / Resource	
	Procure Close Cleaning Service on a 1+ 1+ 1 contract	DMS	Jan 2023
	Procure Bulk Uplift contract on 1 +1+1 contract	DMS	Jan 2023
	Procure the services of a Landscape Architect to provide CAD drawings on estates, advise on contract management, and produce a management plan for trees in our ownership and design to improve prominent locations	DMS	Dec 2022
	Procure Gardening and Landscape contract	DMS	March – April 2023
	Engage with Linthouse about joint working on procurement and assessing the business case for collaborating on in-house estate management service	DMS	Nov 2022 – Onwards
	Prepare options appraisal for in-house estate management services	Management Team	Dec 2023
Environmental improvements			
	Seek to install a mural, potentially at the corner of Clynder St and Brighton Place		July 2023
	Improve the soft landscaping by planting shrubs and flowers at prominent locations		April 2023
	Complete a feasibility study to redevelop the old Janitor House in, into a maker space, orchard, and outdoor community learning space.	CRO	August 2023
Internal Procedures and compliance			
	Create inspection sheets for specific new build estates including front gardens		April 2023
	Train front line staff on regulations under the Civic Scotland on management of communal areas and review the risk	DMS	September 2023

	assessment for removing combustible materials from common areas		
	Review the policy on pest control and rat baiting programme		December 2023
	Develop a reporting tool for Committee on the Estate Management services		December 2023
	Introduce new compliance procedures for the Gardening and landscaping contract to ensure consistency of services including the potential to use digital information including QR codes	ITO	June 2023
	Review the internal procedures to deal with a fire in a residential buildings	DMS	June 2023
	Complete record and report procedures for quarterly /monthly communal inspections		Feb 2023
	Develop a procedure for all front staff to deal with poor closes which are unkempt and/or a fire risk closes	DMS HM	April 2023
Information for Residents			
	Install new fire prevention notices in communal areas		Feb 2023
	Install Information notices on service delivery in tenements (consider the use of QR codes)	ITO	March 2023
	Review the Estate flier		April 2024
	Complete record keeping for quarterly inspections and		April 2024
Encourage Active resident participation in the			August 2023
	Gardening competition		August 2023
	Assess the potential of a gardening equipment library		May 2024
	Seek to have one group of residents look after a shrubbed area in their estate or backcourt		August 2023
	Work with the local schools and cleansing department to brighten the appearance of bins, to reduce litter	CRO	Dec 2022 – June 2024
	Seek out ongoing funding for the 2 community gardens		Ongoing
	Review the use of the bike stores and make recommendations for action		March 2023
Partnership Working			

	Attend Thriving Places Environmental forum meetings		On going
	Update a directory of the key contact details		Dec 2023
	Work with the local schools and cleansing department to brighten the appearance of bins, so as to reduce litter	CRO	Dec 2022 – June 2024