

# Housing Management Panel: Central Area

Date: **18 December 2019**

Time: **2.00pm**

Venue **Barnards Centre, St Johns Mount, Mount Pleasant, Brighton,  
BN2 0JP**

Members: **Councillors:**Hugh-Jones (Chair), **Ward Councillors for the  
Area, Delegates of Tenants Association in the area.**

Contact: **Greg Weaver**  
Democratic Services Officer  
01273 291214  
[greg.weaver@brighton-hove.gov.uk](mailto:greg.weaver@brighton-hove.gov.uk)

Agendas and minutes are published on the council's website [www.brighton-hove.gov.uk](http://www.brighton-hove.gov.uk).  
Agendas are available to view five working days prior to the meeting date.

Electronic agendas can also be accessed through our meetings app available through  
ModernGov: [iOS/Windows/Android](#)

This agenda and all accompanying reports are printed on recycled paper

# AGENDA

<b>PART ONE</b>	<b>Page</b>
<b>35 APOLOGIES</b>	
<b>36 MINUTES OF THE PREVIOUS MEETING</b>	<b>5 - 10</b>
Minutes of the meeting held on 23 October 2019 (copy attached).	
<b>37 CHAIR'S COMMUNICATIONS</b>	
<b>38 RESIDENTS QUESTION TIME</b>	<b>11 - 20</b>
Responses to 3 Star Items raised at Tenant Only Meetings held across all wards. (copy attached as 'blue pages').	
<b>39 ENVIRONMENTAL IMPROVEMENT BUDGET UPDATE</b>	<b>21 - 26</b>
<b>40 CITY CLEAN UPDATE FOR CENTRAL WARD</b>	<b>27 - 30</b>
Ben Stride to present City Clean update.	
<b>41 PERFORMANCE REPORT - QUARTER 2</b>	<b>31 - 58</b>
<b>42 CITY WIDE REPORTS</b>	<b>59 - 62</b>
To <u>note</u> the minutes and reports of the following Committees and City Wide groups (copy attached):	
A. Leaseholder Action Group	
<b>43 CELEBRATING 100 YEARS OF COUNCIL HOUSING PRESENTATION</b>	
Presentation by Alan Cooke.	
<b>44 TENANT AND RESIDENT ASSOCIATION UPDATES</b>	
Verbal update from TRA Representatives.	
<b>45 ANY OTHER BUSINESS</b>	<b>63 - 66</b>
Paper from Graham Dawes RAMS – 29 <sup>th</sup> October 2019. (Copy attached)	

**FURTHER INFORMATION**

For further details and general enquiries about this meeting contact , (01273 291064, email [kat.hoare@brighton-hove.gov.uk](mailto:kat.hoare@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk)

**FIRE / EMERGENCY EVACUATION PROCEDURE**

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff.

It is vital that you follow their instructions:

- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions; and
- Do not re-enter the building until told that it is safe to do so.

Date of Publication - Tuesday, 10 December 2019



**BRIGHTON & HOVE CITY COUNCIL**  
**HOUSING MANAGEMENT PANEL: CENTRAL AREA**

**2.00pm 23 OCTOBER 2019**

**MINUTES**

**Present:** Councillors Hugh-Jones (Chair) and Councillor Rainey

**Representatives:** Barry Humphries (Sylvan Hall RA Rep), Rita Levitt (Somerset Point), Emma Salcombe (Essex Place Sec/Rep), Martin Cunningham (Hampshire Court), David Spafford (Ardingly Court), Tomm Nyhuus (Somerset Point), Carl Boardman (Warwick Mount).

**Officers:** Glyn Huelin (Head of Housing Repairs & Improvement), Rebecca Mann (Community Engagement Officer), Geoff Gage (Business & Performance Manager), Gregory Weaver (Democratic Services Officer).

**28 APOLOGIES**

28.1 Apologies were received from Martin Reid, Margaret Reynolds, Roger Small (Leech Court), Councillor Nichole Brennan and Sam Warren.

**29 MINUTES OF THE PREVIOUS MEETING**

- 29.1 An officer stated that all residents would be written to with information regarding help offered with carrying out rubbish.
- 29.2 A member of Mears construction stated that efforts to inspect the status of pavements had been undertaken and no areas of concern had been found.
- 29.3 A resident stated that City Clean had only been performing collections once a week as opposed to twice. A report on City Clean's practice was requested.
- 29.4 An Officer agreed to look in to this for a future Central Ward Panel.

**30 CHAIR'S COMMUNICATIONS**

30.1 The Chair addressed the panel and gave the following communications:

"Over the next few months Brighton & Hove City Council will be carrying out stock condition surveys for council owned homes, the outside of blocks and common ways. A sample of 20% of homes and 100% of blocks will be surveyed, with surveys starting in November 2019 and ending in February 2020. We will be writing to residents directly when we are planning to survey homes. There will also be posters and information on the council website.

We are planning on undertaking a rolling 20% of surveys each year over the next four years to ensure all the council housing stock is surveyed.”

30.2 Residents enquired if the initial survey would be both inside and out.

30.3 An officer clarified that the provision was made in the budget.

30.4 It was stated that surveys in homes would be listing ‘components in houses’ in to the computer asset management system and that an update would be brought to area panel in spring next year 2020.

### **31 RESIDENTS QUESTION TIME**

31.1 (Item 1 – Equality and Inclusivity of Customer Services – Future Repairs Task and Finish Group)

31.2 Residents had the following enquiries, concerns and statements:

- Concern was expressed regarding the potential cost of works and items.
- 1 year contracts were suggested over 5 and 7 years.
- It was stated that environmental aspects needed to be considered.
- It was suggested that the Housing Committee look at the responsibilities of contractors in receipt of long-term agreements despite not yet being involved.
- Residents expressed approval of current effort to maintain windows.

31.3 Councillor Clare Rainey had the following enquiries, concerns and statements:

- Councillor Rainey enquired if contractors were carrying out replacements and if repairs were being undertaken in-house.
- Clarification was sought regarding the perceived difference was, following the departure of Sharon Davis.

31.4 Officers responded to resident’s concerns, enquiries and statements with the following:

- An officer stated that repairs and empty homes refurbishments would be funded by the Estate Development Budget and discretionary schemes.
- It was clarified that components would be replaced across the city multiple times with some minor exceptions. As a result, better economies of scale along including long term value with contractors would be achieved.
- It was stated that multiple contractors were considered for major works.
- Possibility of looking at individual lots in future was considered.
- It was stated that by splitting works up, only a small number of potential suppliers would potentially be attracted.
- It was stated that a competitive element was employed for major projects.
- It was noted that 100 in-house repairs a-day were being performed.
- As issue with yearly contracts was that due to the amount of time for procurements to be finalised, it could take over a year to tender. This could also lead to ongoing projects with ever later deadlines thus protracting the process.
- In regard to windows, an officer stated that BHCC were working on this.

- It was stated that a new computer system was being introduced next year which sought to create a network by which different areas would be connected quicker such as call receivers.
- It was confirmed that a new person taking over Sharon Davis' role would be recruited soon.
- An officer agreed to look at windows due for maintenance.

31.5 **AGREED** – That the response was satisfactory.

## 32 CITY WIDE REPORTS

32.1 The Chair gave a brief update on the Housing Committee Work Plan and stated the following:

- It was stated that this was being presented as a joint Labour and Green Group undertaking due to a large overlap in manifesto objectives.
- Housing Committee Future reports would be brought back to future area panels.
- 5 key areas were identified where members had agreed to prioritise specific areas.
- Various key targets were being considered such as 800 councils, 700 additional affordable homes along with continued improvement of council housing.
- It was proposed that presentations be brought to future area panels.

32.3 Residents had the following concerns, enquiries and concerns:

- Clarification was sought regarding affordability.
- A resident enquired if the 700 new homes would be available at Council rent levels
- A resident enquired when solar panels would be implemented and enquired if there were plans to move on from gas as a heating source.

32.4 An officer responded to resident's concerns, enquiries and concerns with the following:

- An officer referred to the additional resources available and stated that funding arrangements would be provided in a report from Housing Committee.
- It was stated that the 700 homes would not necessarily be provided at just one rent level, it was noted that affordability would be subject to various conditions.
- The panel received confirmation that future information would be circulated to all wards.
- It was clarified that the term "affordable homes" included other council housing along with being provided by the living wage joint venture and other associations.
- It was stated that BHCC was trying to build a mix of different housing.

32.5 The Chair stated that efforts to move away from gas would be undertaken over the next 10 years.

32.5 **AGREED** – that the report was satisfactory.

## 33 HEALTH AND SAFETY UPDATE

- 33.1 An officer gave a brief overview of the Health and Safety Report. The following was stated:
- This was brought up following the emerging guidance from Central Government.
  - It was noted that the board had been working closely with other councils, partners and the East Fire Rescue Service.
  - It was stated that results from surveys identified no structural issues in blocks and they remained in good condition.
  - Further surveys were to be conducted in future with results being published in the incoming year.
  - Replacement doors were being considered for next year.
  - It was noted that risks around fire doors continued to be low and that balconies and panels were being reviewed following advice from Central Government.
- 33.2 Residents had the following concerns, enquiries and statements:
- Concern was expressed regarding payments made by residents to the amount of £750 for what was now regarded bad equipment. It was suggested that, in light of the admission of faulty equipment, residents ought to be remunerated.
  - An update on sprinkler systems issues at St James' Court was requested.
- 33.3 Officers responded to resident's concerns, enquiries and statements with the following:
- It was stated that the low performance in fire doors had an impact on industry and that BHCC were involved in a working group with Central Government at addressing this.
  - It was stated that all certified fire doors had to be kept under review and that advice from the fire chief was that the risk posed was low.
  - It was stated that the status of resident's obligations in regard to payments for new door systems was being considered. It was stated that BHCC was responsible for building insurance and insurers were made aware of all details in advance however there could be an extenuating problem as the issue was specific to the doors.
- 33.4 The Chair requested that information regarding doors and procedures ought to be brought to a future area panel meeting.
- 33.5 **AGREED** – that the update be noted.
- 34 ANY OTHER BUSINESS**
- 34.1 A resident expressed interest in the hidden homes programs on Bristol Estate and notified the panel of a large potential space to be considered by BHCC.



The meeting concluded at Time Not Specified

Signed

Chair

Dated this

day of



## **Residents Question Time**

### **Items from East Resident Only Minutes 28/10/19**

---

#### **1. Antisocial Behaviour**

The East Resident Only meeting raised concerns about antisocial behaviour at Robert Lodge to the Area Panel. The written response stated

“In order to take action against someone’s tenancy we need written evidence from witnesses with details of times, dates and details of the incidents they have witnessed. We will then work with witnesses and other agencies to tackle the problem.” and “...we rely on residents to report details of incidents that they have witnessed so that we have the evidence in order to take the appropriate action.”

However, many residents, especially those who are elderly, are too scared to report incidents of antisocial behaviour or to be seen to be doing so. They are even too scared to have visits from Housing Officers or the Police for fear of repercussions.

The meeting felt that Housing could be doing more to listen to the information provided to them by residents and then to collect evidence in a way that will not impact on or implicate elderly or vulnerable residents who are being affected by antisocial behaviour. Suggestions were made about the use of professional witnesses or clandestine CCTV.

Action: 3 stars (III)

It was agreed to put this forward to the Area Panel and request that Housing review procedures for collecting evidence in cases of antisocial behaviour with a view to supporting witnesses and understanding their vulnerabilities.

---

#### **Response from Richard Jordan-Penswick, Housing Manager**

**T: 01273 294650**

When considering taking action against a person’s tenancy the Housing service considers all the evidence that is available, including direct evidence from a witness or victim of the behaviour, evidence from professional witnesses including Field Officers, the Police and other officers. Housing will use photographic evidence, video and CCTV where we are legally able to do so.

The Housing service is keenly aware that victims of nuisance can often be too scared to give evidence in legal proceedings and cases frequently go forwards with evidence presented in an anonymised form with no identifying information. The service operates enhanced service standards to victims of nuisance in order to both provide support and to keep individuals informed of progress. The victim support service has been highly effective in ensuring the progression of a number of complex cases where reporters have been concerned for their safety.

---

### **3. Refuse Collections**

In Woodingdean the bin lorries often miss a street, or several streets, when they are doing their rounds. This means that rubbish isn't collected for two weeks and residents can never be certain when it will be done.

In Robert Lodge the recycling is being collected at irregular times. Recently there have been collections very early in the morning and late at night, so people can't rely on when it will happen.

Action: 3 stars (III)

It was agreed to put this forward to the Area Panel and request confirmation of when regular refuse and recycling collections will recommence.

---

### **Response from Jonathan Pyle, Assistant Business Support Manager, CityClean**

**T: 01273 292929**

Following an investigation into the report of refuse and recycling not being collected on a regular basis and at irregular times, I have received confirmation from our Operations Team, that the service should now have returned to the planned schedule for collections in Woodingdean and the Operations Team are not aware of any current concerns over collections there.

There have been various reasons for delays to collections that have affected the regularity of collections since the Summer, which have now been resolved. Staff sickness over the summer and vehicle breakdowns both contributed to delays in both refuse and recycling being collected, as well as the fire at the Veolia depot in Hollingdean Lane. Whilst I cannot guarantee that there will not be any further issues with collections, we will continue to do our very best to ensure a regular and reliable service is provided to the residents, putting appropriate contingency plans in place where possible, although I am sure you can appreciate, sometimes there are circumstances outside of our control.

Residents should continue to contact CityClean directly should they have any concerns regarding collections of refuse or recycling.

## Residents Question Time

### Items from North Area Tenants Only Meeting held on Thursday 22<sup>nd</sup> October 2019

#### **1. Door entry systems and antisocial behaviour in low rise blocks**

*The written response to Area Panel did not fully address the residents' concerns, particularly in relation to the low rise flats in Horton Close, Hollingdean. The Residents' Association have been attempting to raise concerns about the condition of the blocks for a long time. They have spoken to their local Councillors and have written to Nancy Platts, leader of the Council. They have provided detailed information about the condition of the blocks, where used needles are left lying around, young people are using it as a place to hang out and people are frequently urinating.*

*The blocks are cleaned once a week, but the debris and urine quickly build up again. The police are aware of the problems with drug dealing in these blocks and some tenants known to be dealing have had their flats raided. This doesn't seem to result in any action being taken against tenants who are clearly in contravention of their tenancy agreement.*

*It was felt that the installation of door entry systems and/or security cameras would help to alleviate these problems for the other residents.*

*It was agreed that Housing and the Police need to work more closely with local residents to try and find long-term solutions to these ongoing problems.*

**Action: 3 stars (III)**

***It was agreed to put this forward to the Area Panel and request that a meeting be held between Housing, PCSOs and the Residents' Associations' to have a detailed discussion about the anti-social behaviour in these blocks and what positive action can be taken to resolve it in the long term.***

---

**Response from Sam Warren, Community Engagement Manager with input from Peter Maddox, Housing Officer T: – (01273) 293030**

We are sorry you felt the last response did not address the concerns raised.

After you raised this issue at the last Area Panel, on 9 October 2019 the Housing North team wrote to all residents of Horton Road asking them to send us reports of anti-social behaviour.

So far we haven't had any complaints from residents from this letter, but we would like to explore these issues further with your help. We will ensure a cross service community meeting happens.

Terrence Hill, chair of Resident Only Meeting has said he will help Hollingdean Association organise for a PCSO to attend a meeting. A member of the Community Engagement team will attend and we will arrange for a member of Housing North Team and the local Councillor to attend as well.

If the association can bring some residents to this problem solving meeting we can discuss in person, help form a clearer picture of the ASB whether related to drugs, noise, or physical behaviours, in Horton Road. We can together help residents to report experiences clearly from the recent past and also, importantly how to and why they should report in the future to Housing.

#### **For information:**

Our Estates Services team have confirmed that they have seen no signs of drug use, urine or ASB of any kind during the past 2 months since this were raised as an issue. This team will always record the discovery of sharp or drug paraphernalia.

We have not heard from the police/ PSCO regarding the allegations of drug dealing within the blocks. Our working protocol with the police is that they may supply us with information about a specific address which we may take some form of tenancy action on. We are not privy to police information otherwise. Without an address, we are unable to request this information to target suspected dealers.

We have checked with your local Councillors group to find out if they have any information or reports about drug dealing or ASB. They are not aware of any complaints from either residents or the association, other than the discussions at the North Area Panel. We would like to help both the association members and local residents report issues effectively.

---

## **2. Fire at Hollingdean refuse and recycling depot**

*The written response to Area Panel stated that Public Health England 'have not raised any significant public health issues for us to address locally'. It also stated*

*that 'Officers have written to five local GP practices requesting any relevant activity subsequent to the event'.*

*Hollingdean Residents Association is concerned about this response because they have spoken to 26 local residents who have had to go to their doctor or the hospital due to the effect of smoke inhalation following the fire at the Cityclean depot.*

*They are also concerned that the Council won't publish the list of five GPs surgeries they have been in contact with. Thousands of local residents use GP surgeries outside the area, so the statistics the Council are collecting will not necessarily give a full picture of the situation.*

*There is also concern that:*

- The Council have now closed their enquiry into the impact of the fire*
- There isn't a siren at the depot to act as an early warning system for local residents*
- There isn't a sprinkler system at the depot*
- The Council didn't call a meeting to discuss the impact of the fire with local residents, leaving it to Nettleton and Dudeney Residents Association to organise*
- The Council hasn't contacted local residents to assess the impact of the fire on them*
- The Council isn't acknowledging that fumes from the burning of household rubbish could contain toxic particles*

### **Action 3 stars**

***It was agreed to put this forward to the Area Panel and request a response to the concerns listed above, plus details of which GP surgeries the Council has contacted and what responses have been received from them.***

### **Collated response by Emma Mcdermott, Head of Communities, Equality and Third Sector**

The Fire Service is the lead agency during a fire. Senior council staff were on-site during the fire at the Waste Transfer Station, liaising closely with the East Sussex Fire & Rescue service (ESFR) and followed their advice scrupulously.

Senior council and Veolia staff met with residents on Friday 20 September at which the council committed to reconvening another residents meeting, including ward councillors, once the investigation by the Fire Service has been completed. The results of the investigation will be used to inform plans of both Veolia (who operate the site) and the council for any changes required at the site.

At the time of writing this response, we are still awaiting the report from ESFR. The investigations will be completed over the next few weeks and a public meeting will be held in the New Year once we have completed our lessons learned review.

The Hollingdean Integrated Waste Facility consists of three separate buildings, the Materials Recovery Facility(MRF), the Waste Transfer Station (WTS) and the Visitor Centre. The fire was in the Waste Transfer Station. The Materials Recovery Facility has a full automatic sprinkler system. The Waste Transfer Station and Visitor Centre have smoke and fire detection only.

Veolia are working with East Sussex Fire and Rescue service to identify the best fire detection and management system for the Waste Transfer Station. This may be a sprinkler system.

In the meantime, Veolia has created a Quarantine Bay. Should any waste be received that is assessed as having an increased fire risk, it will be placed in the Quarantine Bay. Furthermore, material storage within the Waste Transfer Station has been reviewed and additional fire-break walls installed.

The materials in the Waste Transfer Station were non-hazardous standard waste from streets and seafront rubbish bins.

Health advice with regard to the health impact on local residents during and after the Hollingdean Waste Transfer fire on the 26 August 2019, was provided by East Sussex Fire and Rescue Service (ESFR) and subsequently by Brighton and Hove City Council. This advice was provided by Public Health England (PHE).

Public Health England's Surrey and Sussex Health Protection Team were contacted by the council's Emergency Planning Team on the morning of Bank Holiday Monday 26th August 2019 who confirmed that the correct advice was being issued. Health messages were sent out through the council's corporate communication channels. This included information on the potential short term impact of the smoke and advice on seeking medical help. Housing staff texted all immediate residents a link to the Public Health England agreed health advice.

The council's Public Health staff communicated with five local GP practices, nearest the Hollingdean depot by email on the 28 August and subsequently followed up with those who did not reply either by email or phone. The email explained about the fire and noted that a few local people had felt unwell and expressed concerns to the council. The email also enquired if the five practices had noted anything of clinical significance relating to the fire. The practices were Park Crescent, Preston Park, St Peters, Beaconsfield and Stamford.

Additionally, Public Health staff from Brighton and Hove City Council discussed this issue with the Clinical Commissioning Group (CCG) clinical leads. The CCG had not been notified or made aware of any concerns. The council's Director for Health & Adult Social Care also contacted A&E at Royal Sussex County Hospital on Monday 26 August to see if they were aware of any cases related to the fire and it was reported that this was not the case.

The council's Public Health team liaised with Public Health England South East to review whether further action was required. This included data collection to identify anyone who may have had symptoms related to the fire. The local Public Health England team consulted the national PHE Centre for Radiation, Chemical, Environmental Hazards (CRCE) for advice. PHE recommended that with no ongoing exposure, no further public health action (including data collection) was recommended in response to this incident.



This advice was based on the following factors:

- The size and type of fire and
- The plume

CRCE reviewed modelling of the plume obtained from Met Office Chemical Meteorology Office (CHEMET). This indicated it is likely that the plume from the fire passed over Preston Park. They reviewed historical Air Quality Monitoring data from the monitoring station at Preston Park. The station doesn't monitor particulates but does record Nitrogen Oxides (NOx). This is a marker for potential pollution from the fire. There were no recorded exceedances of hourly NOx targets after the fire.

It is likely that there will have been respiratory health effects of short term exposure to air pollution/ products of combustion (PoC), which would usually resolve within a few days. Short term exposure to air pollution/PoC is known to cause asthma and Chronic Obstructive Pulmonary Disease exacerbations. The advice was that these should be clinically managed and did not require public health action.

---

### **3. Estate Development Budget**

*Coldean Independents want to submit a bid for a vandal proof bench. They had been told by their CEO to look online for the cheapest suitable bench. The meeting felt that it is not the responsibility of the local Association to source items for EDB bids, but that this is the role of the CEO or Mears EDB Project Team.*

*Action: 3 stars (III)*

*It was agreed to put this forward to the Area Panel and ask for clarification on the role of CEOs and Mears EDB Project Team in sourcing items.*

### **Response from Sam Warren, Community Engagement Manager**

Our Community Engagement Officers offers support to residents groups to achieve their aims.

With EDB it is responsibility of the group to say what they want and do some research to find a suitable item that fits their needs. The CEO can help and advise them to do that, particularly so that people learn to do that for themselves next time.

We wouldn't be able to do it for groups however partly because it would limit our capacity to help more groups but more significantly, there wouldn't be any leaning or empowerment for next time.

The Mears EDB project team can sometimes also advise with best suppliers based on previous bid and experience. For example, bids have been made in the past for outdoor street benches or indoor communal lounge chairs so we have suppliers we know and are good quality.

# Items for West Area Panel

17/12/19

from the West Area Residents' Associations' meeting 29/10/19

## 1. What will help us build strong Residents Associations?

West Area put forward to the Area Panel a number of suggestions and ideas for ways of building strong Residents Associations. The idea was for this to be part of a broad based, constructive discussion amongst all Resident Associations.

The written response to this item in the Area Panel agenda was the same as the response to an item from North Area. There was no response to the different points raised by West.

It was agreed to raise this again at Area Panel and ask for:

- A response to the issues raised
- An agreement to progress this discussion amongst all Residents' Associations, and look at constructive, practical ways of building stronger Associations.

Graham Dawes (Philip Court) has written a paper with some more detailed ideas about the role of Community Engagement Officers. It was agreed to also ask for this to go to the next Area Panel.

**Action: 3 stars (III)** for agenda setting meeting/inclusion in Area Panel agendas

**Response:** This item will be addressed via a workshop with residents and BHCC officers

## 2. Streamline taxis

Brighton and Hove City Council gives residents' representatives taxi vouchers for use with Streamline on 202020. Streamline appear to be unable to meet the needs of wheel-chair users, and are not providing a service suitable for people with disabilities.

Residents book accessible taxis in advance, but these often do not turn up, and when followed up, they are told there are no accessible taxis available, despite the booking. This has meant waits of an hour and a half or more. There seems to be a particular difficulty with assistance dogs.

This has left vulnerable residents stranded, in places they don't know and with no idea how they will get home. It is a significant obstacle facing residents in wheel-chairs who wish to participate in residents meetings.

Residents have made individual complaints to the taxi company and on the Council's on-line form. However it is felt that the Council should be raising this issue directly with Streamline.

If Streamline is unable to meet the requirements of residents in wheel-chairs and with assistance dogs, then the Council should be sourcing an alternative provider.

Action: 3 stars (III) for agenda setting meeting/inclusion in Area Panel agendas

---

**Response:** Jim Whitelegg, Regulatory Services Manager/Licensing & Trading Standards, Safer Communities. T: 01273 292438

The council recognises the importance of having a mixed fleet as being the best way to provide transport for a range of passengers, including disabled and older passengers. The council's Taxi Licensing Policy sets out procedures and best practice with regard to transporting disabled passengers, as well as requirements regarding the number of wheelchair accessible vehicles within taxi fleets.

It is an offence for a taxi to refuse a disabled passenger and the taxi licensing team will investigate any complaints. We are unable to take formal action regarding waiting times although we can make the operator aware of the complaint and record any incidents on their file, which can be taken into consideration at renewal.

We recognise the problems disabled passengers face when accessing public transport and we're hoping to do a wider review of taxi provision in the city.

**Response:** Emma Mcdermott, Head of Communities and Equality/Communities, Equality & Third Sector

Housing Services had a payment system established with Streamline that means we are currently tied into using this form. The Community Engagement team will write to the Director of Streamline with the support of the council's regulatory service team to raise our concerns with their service and we will explore the possibility of a payment system that allows residents to use other firms in the city.

---

### **3. Access for elderly and disabled to large rubbish bins**

The re-positioning of rubbish bins from Conway Court to Sackville Road has highlighted a number of problems for elderly and disabled residents that have a wider relevance, as similar situations are occurring across the city.

- Elderly and disabled residents are not able to use the foot-bar to lift the lid of the bins, so can't open them to dispose of rubbish.
- Elderly and disabled residents are not able to walk the considerable distance from their flat to the bins.
- Elderly and disabled residents are often not able to carry rubbish. It has been suggested that they make multiple trips with very small bags, but this doesn't resolve the problem.
- Alternative methods of collection for the elderly and disabled are complicated and unreliable.

It was agreed to ask the Council for proposals about how they can improve access to rubbish collection services so they are useable by their disabled and elderly residents.

Action: 3 stars (III) for agenda setting meeting/inclusion in Area Panel agendas

**Response:** Justine Harris| **Head of Tenancy Services**

The Housing Estates Service is able to arrange an assisted rubbish collection for tenants who need it. Generally this will be for people who have no one else supporting them who could provide this assistance and have a mental or physical health difficulty that does not enable them to leave their homes easily. This service is offered once a week, on Friday.

Due to increasing demand we will review ways we can improve this offer. If a resident thinks they may qualify for an assisted collection, they can contact Housing Estates Service on 01273 291072 to discuss this further

---

#### **4. Meeting on rubbish and refuse collection**

It was noted that problems with the rubbish and refuse collection service are long-term and on-going, and come up continually at residents' meetings.

It was agreed to ask for a meeting with Rachel Chasseaud and city-wide Resident Association representatives to discuss the problems and what is being done to improve the situation.

Action: 3 stars (III) for agenda setting meeting/inclusion in Area Panel agendas

---

**Response:** Rachel Chasseaud. Assistant Director- City Environmental Management/ City Environment

Cityclean& Cityparks) T: 01273 294701 will be attending.

### Environmental Improvement Budget - Update

The current status of the programme up to the end of October 2019 is as follows:-

- 92 requests received for funding
- 36 requests have been approved
- 12 requests have been completed.
- 14 requests have been rejected.

The remainder of requests are in various stages of investigation or awaiting confirmation following consultation.

The sum of £320,085 has been committed for works already approved, with a further £262,653 identified for requests submitted. *(Due to the consultation process and lead in period for some projects some of these may not be ready to proceed until next financial year).*

Projects approved include:-

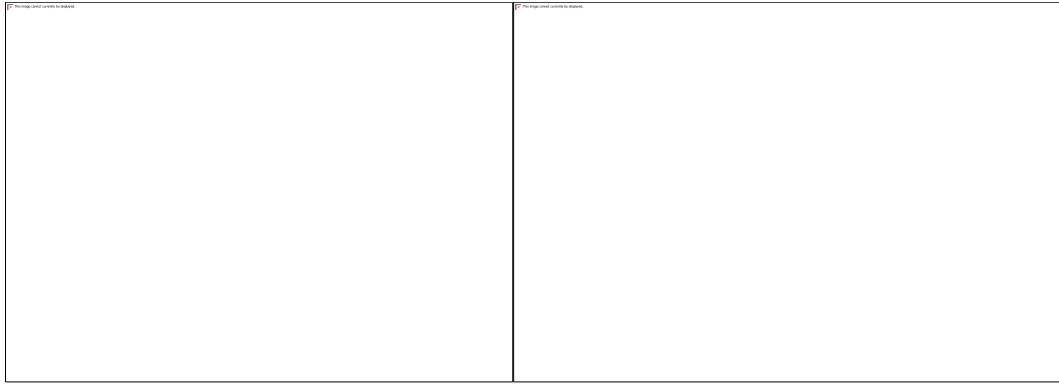
- Installation of bin stores/ bin areas
- Landscape improvements
- Installation of planters for resident groups
- Funding of the Untidy gardens project
- Funding for Phoenix Mural project
- Play area improvements & repairs
- Fencing to reduce access issues/ parking on grass

### Before and after photographs





## AGENDA ITEM 39

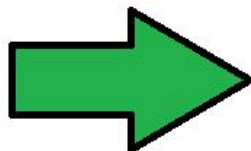
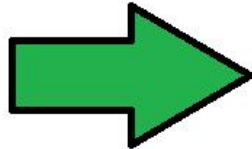




# Untidy Gardens Project

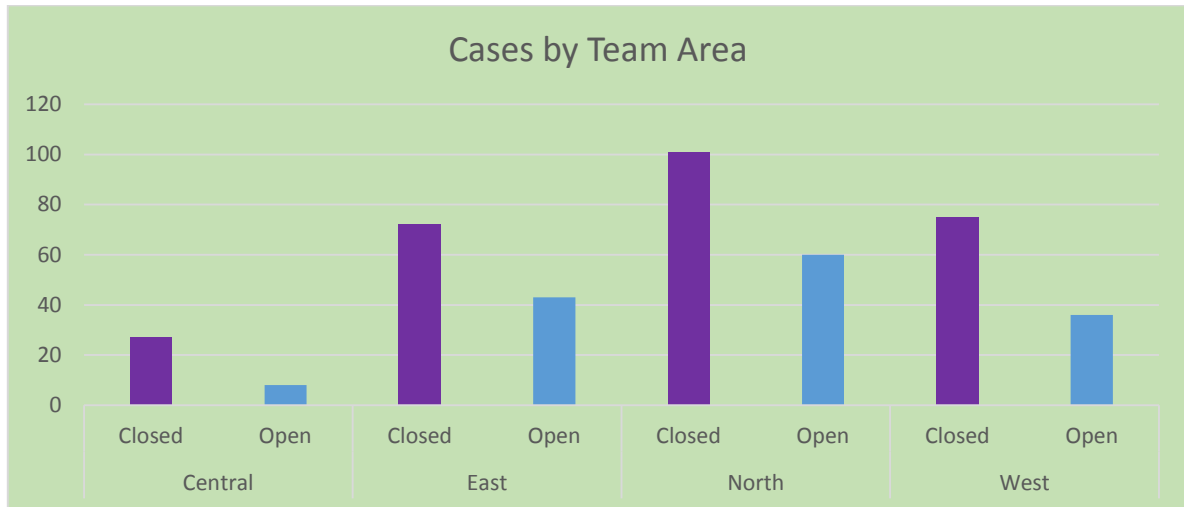
The untidy gardens project has been going since the beginning of January 2019. At the start of the project there were a total of 74 open untidy garden cases spread across each of the area housing teams. As a result of many further area inspections and more case referrals, the number of untidy garden cases has risen to 422 (as of the date of this brief).

By writing to, visiting and otherwise positively engaging with tenants, the number of cases the team has managed to close currently stands at 275, which is 65% of the overall untidy garden cases referred to the team.



\*pictures of before & after in a Moulsecoomb garden

## Cases across the City



**Central** (Hanover & Elm Grove, Queens Park)

- 8 open / 27 closed

**East** (East Brighton, Woodingdean)

- 43 open / 72 closed

**North** (Moulsecoomb & Bevendean, Hollingdean & Stanmer, Hollingbury, Coldean, Patcham)

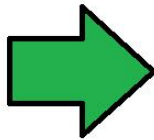
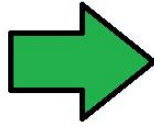
- 60 open / 101 closed

**West** (Hangleton & Knoll, North Portslade, South Portslade, Westbourne, Withdean, Preston Park)

- 36 open / 75 Closed



## AGENDA ITEM 39



\*pictures of before & after in a Hangleton garden

## Moving forward

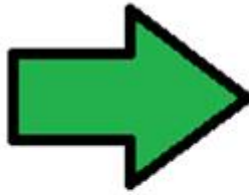
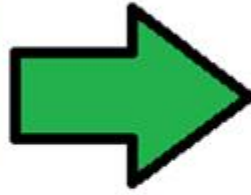
The untidy gardens project will continue to run throughout 2019/2020. The aim of the project is not only to improve the look and feel of our neighbourhoods, but to encourage and promote a change in culture, so that tenants feel empowered to look after their environment.

A great deal of the work to clear and tidy gardens has been done by tenants themselves; however, the project has also been able to assist many vulnerable tenants across the city by having their gardens cleared and tidied for them.

This work has not been intended as a “quick fix”, but rather as an aid to help tenants reclaim control of their outdoor spaces, and ultimately give them an opportunity to keep to the terms of their tenancy agreement, with regards to their gardens.

To report an untidy garden, contact Housing Customer Services on 01273 293030 or email: [housing.customerservices@brighton-hove.gov.uk](mailto:housing.customerservices@brighton-hove.gov.uk)

## AGENDA ITEM 39



\*Pictures of before & after in Whitehawk gardens

### **City Clean Update for Central Ward**

Cityclean is working hard to maintain the appearance of the city.

### **Current street cleansing resources**

To maintain the city's town centre streets and cleanliness there are:

- four crews emptying street bins and clearing fly-tips
- 30 barrow rounds sweeping the streets
- These crews work from 5am in the morning to 10pm at night.
  - For the East area of the city there are:
- four crews emptying street bins and clearing fly-tips
- 21 barrow rounds
- two mechanical sweepers.
  - For the West area of the city there are:
- three crews emptying street bins and clearing fly-tips
- nine barrow rounds
- two mechanical sweepers

There is a rapid response crew that deals with dead animals, fly-tips and other urgent matters.

There are two graffiti units, one jetting unit and one repairs unit.

Jet washing is difficult to do, however, as it has to be completed when there is no footfall so there is a small window of opportunity between 5am and 10am (ish). It is also very time and resource consuming work.

### **Environmental enforcement**

The Environmental Enforcement Team continue to issue Fixed Penalty Notices for a range of environmental offences including littering, fly-tipping and graffiti where sufficient evidence is available.

### **Refuse and recycling collections**

Cityclean has experienced some operational issues over the summer, mainly affecting the refuse and recycling crews, but no doubt these are likely to have had an impact on the cleanliness, particularly where we have been unable to remove waste from refuse and recycling wheelie bins and communal bins. This would have led to an increase in litter, as well as fly-tips. The service disruptions over the summer related to vehicle breakdowns and the fire at Veolia which increased travel time by up to 3 hours to tip waste. This had an impact on collections. A report has been taken to the ETS Committee asking for investment to replace Citycleans aging Fleet. Procurement of new vehicles will help provide a more reliable service.

Cityclean has also recruited additional staff to reduce reliance on agency workers and this will help the service be more resilient. We are also engaging with key stakeholders relating to round changes.

### **Graffiti**

As reported to Environment, Transport & Sustainability Committee on 8 October in the Modernisation Update report, the Graffiti Reduction Strategy action plan is being delivered.

Recent action includes:

- Reviewing options for mobile CCTV to support the identification of culprits which will help in future prosecutions.
- Establishing a community clean up service for community groups, charities and schools to access supplies to paint out graffiti.
- Creating a paint repository to receive unused paint which residents and businesses can access to paint over graffiti in their neighbourhoods.
- Commissioning Phoenix Arts to create a mural in an area where there is excessive tagging.

We have also recently published our consultation on how we can better tackle graffiti and tagging in the city. The vast majority of tagging is on private property so we are asking the public for their views on how best we deal with this.

### **Weeds**

As you are aware, Cityclean has not completed any weed spraying this year while non-chemical methods are explored. Instead, operatives have been piloting the manual removal of weeds. While we have not been able to cover all areas, we have learned from this and will be planning improvements over the winter to provide better coverage. We also found that in high footfall areas no weed removal has been necessary which will help inform our future plans.

A report will be presented to the November Environment, Transport & Sustainability Committee regarding pesticide use for councillors to make a decision as to whether to use pesticides on the highway in the next financial year or continue to trial other non-chemical methods. If we end the use of pesticides on highways, there will inevitably be more weeds than previously in some areas; however this will have some benefits of increasing habitats for insects and bees etc.







# Council housing performance

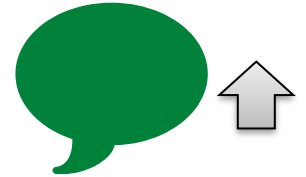
## Quarter 2 2019/20 (Jul to Sep 2019)



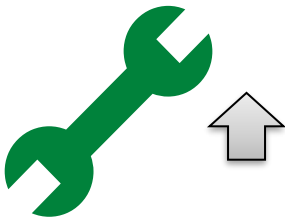
**97.22%**  
Rent collected



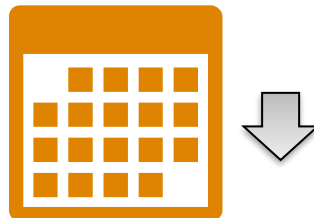
**91%**  
Calls answered



**90%**  
Satisfaction  
with ASB cases



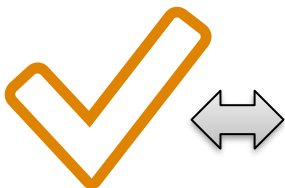
**11 days**  
Routine repairs  
completion time



**96.7%**  
Repairs  
appointments  
kept



**20 days**  
Empty home  
re-let time



**95%**  
Cleaning tasks  
completed



**82%**  
Bulk waste  
removed within  
7 working days



**93%**  
Five-year  
tenancy visits  
completed

Performance since previous quarter is:



Better



Same



Worse



Brighton & Hove  
City Council

## Quarter 2 2019/20 performance report – key trends

### Top 5 scores (compared to target)

1. Stage two complaints upheld (8% vs 25% target)
2. Rent loss due to empty dwellings (0.61% vs 1% target)
3. Lifts – average time to restore service when not within 24 hours (5 days vs 7 day target)
4. Average time to complete routine repairs (11 days vs 15 day target)
5. Lifts – average time taken (hours) to respond (1.8 days vs 2 day target).

### Bottom 5 scores (compared to target)

1. Repairs Helpdesk – longest wait time (34 minutes vs 5 minute target)
2. Former tenant arrears collected (8.05% vs 12.5% year to date target)
3. Stage one complaints responded to within 10 working days (64% vs 80% target)
4. Repairs Helpdesk – calls answered within 20 seconds (65% vs 75% target)
5. Bulk waste removed within 7 working days (82% vs 92% target).

### 5 biggest improvements (since previous quarter)

1. Stage two complaints upheld (25% to 8%)
2. Lifts – average time to restore service when not within 24 hours (8 to 5 days)
3. Lifts – average time taken (hours) to respond (2.7 to 1.8 days)
4. Average re-let time, excluding time spent in major works (25 to 20 days)
5. Repairs Helpdesk – calls answered within 20 seconds (54% to 65%).

### 5 biggest drops (since previous quarter)







1. Repairs Helpdesk – longest wait time (17 to 34 minutes)
2. Stage one complaints responded to within 10 working days (88% to 64%)
3. Empty properties passing post-inspection (99% to 91%)
4. Bulk waste removed within 7 working days (85% to 82%)
5. Tenancies sustained following difficulties (97% to 96%).



# AGENDA ITEM 41

## DRAFT Housing Management Performance Report Quarter 2 2019/20

This housing management performance report covers Quarter 2 of the financial year 2019/20. It uses red, amber and green traffic light symbols to provide an indication of performance, and also trend arrows to provide an indication of movement from the previous quarter.

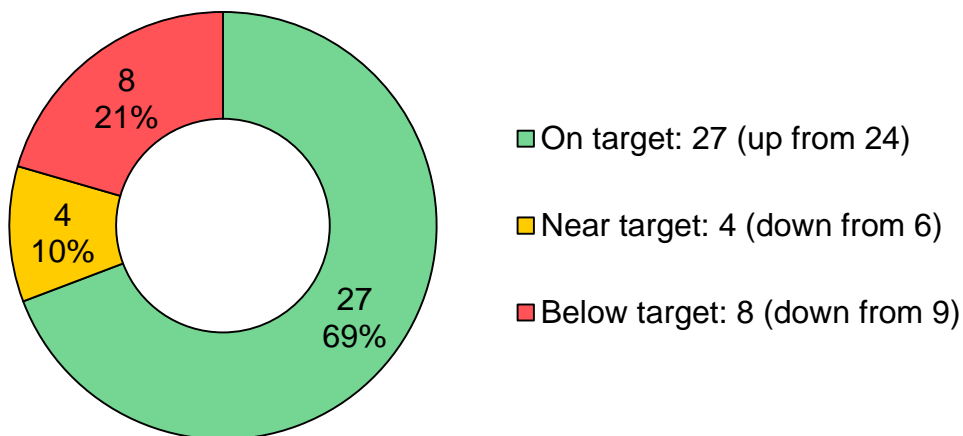
Status		Trend	
	Performance is below target (red)		Poorer than previous reporting period
	Performance is close to achieving target, but in need of improvement (amber)		Same as previous reporting period
	Performance is on or above target (green)		Improvement on previous reporting period

Comments on performance are given for indicators which are near or below target.

A total of 39 performance indicators are measured against a quarterly target:

- 27 are on target (of which 21 were on target, 4 near and 2 below target last quarter)
- 4 are near target (3 were on target and 1 was below target)
- 8 are below target (2 were on target, 1 near target and 5 were below target).

### Quarterly indicators










In terms of movement since the previous quarter:

- 20 have improved
- 8 are the same (7 are on target and 1 is near target)
- 11 have declined (of which 2 are on target, 2 are near target and 7 are below target).

## 1. Rent collection and current arrears

Row 1.1 is an end of year forecast and the others are cumulative for the year to date.

 <b>Rent collection and current arrears indicators</b>		<b>Target 2019/20</b>	<b>Q1 2019/20</b>	<b>Q2 2019/20</b>	<b>Status against target</b>	<b>Trend since last quarter</b>
1.1	Rent collected as proportion of rent due for the year	97.20%	97.51% (£50.3m of £51.6m)	97.22% (£50.6m of £52.1m)		
1.2	Former tenant arrears collected	25% (12.5% for Q2)	4.69% (£33k of £714k)	8.05% (£60k of £740k)		
1.3	Rent loss due to empty dwellings	Under 1%	0.63% (£92k of £14.5m)	0.61% (£166k of £27.0m)		
1.4	Tenants served a Notice of Seeking Possession	For info	126	131	n/a	n/a
1.5	Tenants evicted because of rent arrears	For info	0	0	n/a	n/a

**Former tenant arrears collected – 4.45 percentage points below target for the quarter**

- **Contributory factors** - vacancies in team; prioritising staff time on current tenant arrears and Universal Credit.
- **Improvement actions** - staff recruitment drive.



## Welfare reform information

**Q1  
2019/20**

**Q2  
2019/20**

1.6	Universal Credit – affected households	1,511 (13% of all tenants)	1,759 (15% of all tenants)
1.7	Universal Credit – arrears of affected households	£753k (59% of total arrears)	£957k (66% of total arrears)
1.8	Universal Credit households in arrears which have an alternative payment arrangement	38% (369 of 969)	39% (445 of 1,153)
1.9	Under occupiers on Housing Benefit – affected households	468 (4%)	460 (4%)
1.10	Under occupiers on Housing Benefit – arrears of affected households	£43k (3%)	£45k (3%)
1.11	Benefit Cap – affected households	38 (0.3%)	36 (0.3%)
1.12	Benefit Cap – arrears of affected households	£14k (1.1%)	£5k (0.3%)
1.13	Total households	11,429	11,450
1.14	Total current tenant arrears	£1,284k	£1,450k

### 1.15 Area breakdown of rent collected

The figures below are end of year forecasts.










Rent collection area	Q1 2019/20	Q2 2019/20
North (includes Seniors housing)	98.03% (£14.3m of £14.6m)	97.82% (£14.5m of £14.8m)
West	97.00% (£10.1m of £10.4m)	96.65% (£10.1m of £10.5m)
Central	97.03% (£8.9m of £9.2m)	96.79% (£9.0m of £9.3m)
East	97.62% (£17.0m of £17.4m)	97.27% (£17.1m of £17.5m)
All areas	97.51% (£50.2m of £51.5m)	97.22% (£50.1m of £52.1m)

### 1.16 Households in arrears by amount

All figures in the table below are end of quarter results.

Amount of arrears	Q1 2019/20	Q2 2019/20
No arrears	77% (8,813)	76% (8,680)
Any arrears	23% (2,616)	24% (2,770)
... £0.01 to £99.99	7% (861)	7% (859)
... £100 to £499.99	9% (987)	9% (996)
... £500 and above	7% (768)	8% (915)
Total households	11,429	11,450

## 2. Customer services and complaints

 <b>Customer services and complaints indicators</b>		<b>Target 2019/20</b>	<b>Q1 2019/20</b>	<b>Q2 2019/20</b>	<b>Status against target</b>	<b>Trend since last quarter</b>
2.1	Calls answered by Housing Customer Services Team (HCST)	90%	90% (8,793 of 9,727)	91% (8,428 of 9,256)		
2.2	Stage one complaints responded to within 10 working days	80%	88% (88 of 100)	64% (70 of 109)		
2.3	Stage one complaints – average time to respond when not within 10 working days	For info	13 days	16 days	n/a	n/a
2.4	Stage one complaints upheld	For info	46% (46 of 100)	39% (43 of 109)	n/a	n/a
2.5	Stage one complaints escalated to stage two	10%	12% (12 of 100)	11% (12 of 109)		
2.6	Stage two complaints upheld	18% or under	25% (3 of 12)	8% (1 of 12)		
2.7	Housing Ombudsman Complaints upheld	For info	0% (0 of 2)	0% (0 of 2)	n/a	n/a

## Customer services and complaints


### Stage one complaints responded to within 10 working days – 16 percentage points off target

- **Contributory factors** - backlog of repairs complaints with contractor; contractor staff vacancies.
- **Improvement actions** - backlog of repairs complaints now cleared with help from contractor's regional office; two new members of staff recruited by contractor; ensuring complaints aren't going to contractors when they should be going to Housing.

### Stage one complaints escalated to stage two – 1 percentage point off target

- **Contributory factors** - some complaints could have been resolved at stage one (better communication needed with customer).
- **Improvement actions** - Customer Feedback Team have assessed stage one complaint responses and have produced guidance for responding officers to improve quality of responses.

### 3. Empty home turnaround time and mutual exchanges

 Empty home turnaround time and mutual exchange indicators		Target 2019/20	Q1 2019/20	Q2 2019/20	Status against target	Trend since last quarter
3.1	Average re-let time, excluding time spent in major works (calendar days)	21	25 (129 lets)	20 (115 lets)	Ⓞ	↑
3.2	... as above for general needs dwellings	For info	21 (109 lets)	17 (95 lets)	n/a	n/a
3.3	... as above for seniors housing dwellings	For info	45 (20 lets)	36 (18 lets)	n/a	n/a
3.4	Average 'key to key' empty period, including time spent in major works (calendar days)	For info	47 (129 lets)	37 (115 lets)	n/a	n/a
3.5	New dwellings let for first time	For info	0	20	n/a	n/a
3.6	Mutual exchange decisions made within 42 calendar days	100%	100% (25 of 25)	100% (24 of 24)	Ⓞ	↔
3.7	Total empty dwellings at end quarter*	For info	82	68	n/a	n/a

\*Total general needs and seniors housing stock is 11,518 of which 11,450 are let and 68 are empty. The total housing revenue account (HRA) stock of 11,574 also includes 30 council owned temporary accommodation dwellings, 11 long term leases to housing associations and 15 new builds which are nearing completion (at Tilbury Place).
















### 3.8. Long term empty dwellings by ward (empty six weeks or more as of 30 September 2019)


















Ward name (excludes those with no long term empty dwellings)	No. dwellings	Average days empty	Range of days empty	Average rent loss*	Total rent loss*	Comment
East Brighton	1	71	71-71	£0.9k	£0.9k	1 house ready to let.
Hangleton and Knoll	3	55	50-64	£0.8k	£2.4k	1 house and 2 flats in major works.
Hanover and Elm Grove	2	183	50-316	£2.9k	£5.7k	1 house requiring extensive major works (on hold for casework to help affected neighbours); 1 house in major works.
Hollingdean and Stanmer	1	148	148-148	£1.7k	£1.7k	1 seniors flat in major works.
Moulsecoomb and Bevendean	5	294	43-610	£2.7k	£13.3k	3 seniors studio flats; 1 house ready to let; 1 house with ongoing casework.
North Portslade	1	57	57-57	£0.8k	£0.8k	1 house ready to let following major works.
Patcham	2	120	120-120	£1.2k	£2.4k	2 seniors flats in major works.
Preston Park	2	634	505-764	£7.4k	£14.9k	2 adjoining flats requiring health and safety works (on hold for casework to help affected neighbours).
Queens Park	8	74	43-113	£0.9k	£6.9k	2 flats ready to let; 3 seniors flats ready to let; 2 flats in major works; 1 flat with ongoing casework.
St Peter's & North Laine	1	71	71-71	£1.2k	£1.2k	1 house with ongoing casework.
Westbourne	1	78	78-78	£0.8k	£0.8k	1 flat with ongoing casework.
Woodingdean	1	197	197-197	£4.5k	£4.5k	1 house awaiting major works (new bedroom in roof).
Total	28	169	43-764	£2.0k	£55.5k	Of 28 properties, 8 are ready to let (28%).








\*Snapshot of historic rent loss for whole time since these properties became empty: of the £55.5k total rent loss, £39.3k occurred during 2019/20 to date and £16.2k during 2018/19.



#### 4. Repairs and maintenance

 Repairs and maintenance indicators		Target 2019/20	Q1 2019/20	Q2 2019/20	Status against target	Trend since last quarter
4.1	Emergency repairs completed in time (within 24 hours)	99%	99.7% (2,062 of 2,068)	99.7% (2,353 of 2,359)		
4.2	Routine repairs completed in time (within 20 working days)	99%	99.5% (3,914 of 3,935)	99.7% (4,347 of 4,361)		
4.3	Complex repairs completed in time (work needing longer than 20 days)	For info	99.2% (117 of 118)	96.9% (93 of 96)	n/a	n/a
4.4	Average time to complete routine repairs (calendar days)	15 days	12 days	11 days		
4.5	Appointments kept by contractor as proportion of appointments made	97%	97.2% (10,366 of 10,664)	96.7% (10,097 of 10,446)		
4.6	Tenants satisfied with repairs	96%	98.2% (969 of 987)	98.6% (784 of 795)		
4.7	Responsive repairs passing post-inspection first time	97%	94.4% (1,013 of 1,073)	93.8% (575 of 613)		
4.8	Repairs completed at first visit	92%	86.8% (5,209 of 6,003)	86.6% (5,821 of 6,720)		

 <b>Repairs and maintenance indicators</b>		<b>Target 2019/20</b>	<b>Q1 2019/20</b>	<b>Q2 2019/20</b>	<b>Status against target</b>	<b>Trend since last quarter</b>
4.9	Dwellings meeting Decent Homes Standard	100%	100% (11,511 of 11,511)	100% (11,518 of 11,518)		
4.10	Energy efficiency rating of homes (out of 100)	67	67.2	67.4		
4.11	Planned works passing post-inspection	97%	100% (172 of 172)	100% (161 of 161)		
4.12	Stock with a gas supply with up-to-date gas certificates	100%	100% (9,973 of 9,973)	100% (9,993 of 9,993)		
4.13	Empty properties passing post-inspection	98%	99.0% (98 of 99)	91.1% (102 of 112)		
4.14	Lifts – average time taken (hours) to respond	2 hours	2.7 hours	1.8 hours		
4.15	Lifts restored to service within 24 hours	95%	96% (187 of 195)	97% (177 of 182)		
4.16	Lifts – average time to restore service when not within 24 hours	7 days	8 days	5 days		

 <b>Repairs and maintenance indicators</b>		<b>Target 2019/20</b>	<b>Q1 2019/20</b>	<b>Q2 2019/20</b>	<b>Status against target</b>	<b>Trend since last quarter</b>
4.17	Repairs Helpdesk – calls answered	90%	91% (16,459 of 18,154)	91% (16,957 of 18,644)		
4.18	Repairs Helpdesk – calls answered within 20 seconds	75%	54% (8,965 of 16,459)	65% (8,965 of 16,459)		
4.19	Repairs Helpdesk – longest wait time	5 mins	16m 48s	34m 02s		
4.20	Estate Development Budget main bids – completions (year to date)	For info	12% (14 of 117)	43% (51 of 118)	n/a	n/a
4.21	Estate Development Budget main bids – average duration of work (year to date)	For info	1 day	12 days	n/a	n/a

## Repairs and maintenance

### Appointments kept by contractor as proportion of appointments made – 0.3 percentage points below target

- **Contributory factors** - less operatives available over summer holiday period.
- **Improvement actions** - closer monitoring to ensure this comes back on target.

### Responsive repairs passing post-inspection – 3.2 percentage points below target

- **Contributory factors** - most jobs failed first inspection because of poor quality work (31 of 38) and the rest due to admin errors (incorrect recording of volume of labour and materials required for job).
- **Improvement actions** - focus remains same as last quarter (improving contractor's quality of work through training; ensuring all inspection reports are correctly recorded).

### Repairs completed at first visit – 5.4 percentage points below target

- **Contributory factors** - higher proportion of jobs requiring non-standard parts (eg plumbing and electrical works) remains a factor.
- **Improvement actions** - continue to improve van stocks (so more parts are available for these types of jobs).

### Empty properties passing post-inspection – 6.9 percentage points below target

- **Contributory factors** - most jobs failed inspection due to poor quality work (6 of 10) and the rest due to admin errors (incorrect recording of volume of labour and materials required for job).
- **Improvement actions** - improving quality of work through training; ensuring all inspection reports are correctly recorded.

### Repairs Helpdesk – calls answered within 20 seconds – 10 percentage points below target

- **Contributory factors** - continued contractor staff turnover; delays in recruitment; staff time spent training new recruits.
- **Improvement actions** - council and contractor to discuss how staff retention and recruitment can be improved.

### Repairs Helpdesk – longest wait time – 29 minutes and 2 seconds longer than target

- **Contributory factors** - longest wait time due to staff evacuation of office at time of call.
- **Improvement actions** - performance was affected by one-off issue but action for previous indicator also applies.

#### 4.23 Major projects programme summary 2019/20 (as of October 2019)

Project	Total budget 2019/20	Latest Budget	Status	Number of dwellings		Leaseholder costs range (estimated)
				Council	Leasehold	
Tyson Place / St Johns Mount – structural repairs	£1,640k	£1,640k	On site	109	39	£15k to £22k
Wickhurst Rise – structural repairs	£25k	£25k	Complete	26	6	£22k to £41k
Ingram Crescent – structural repairs	£570k	£160k	Complete	130	24	£4k to £5k
Sylvan Hall – external repairs	£771k	£506k	Complete	30	19	£14k to £25k
Clarendon Road – structural repairs	£950k	£742k	On site	23	9	£27k to £30k
Freshfield Estate – Tyfoam extraction	£750k	£1,200k	On site	24	0	n/a
Albion Hill (Saxonbury) – structural repairs	£1,194k	£1,094k	On site	29	16	£33k to £37k
Hidden Homes – new dwellings	£1,498k	£1,498k	On site	n/a	n/a	n/a
Oxford Street conversion	£1,314k	£1,314k	On site	n/a	n/a	n/a
St Aubyns Gardens – external repairs	£600k	£600k	On site	4	11	£31k to £54k
Unity Housing (condensation and damp works)	£336k	£336k	Completed	6	0	n/a
Citywide Conversions & extensions	£520k	£260k	On site	10	0	n/a
St James' House car park	£479k	£479k	On site	n/a	n/a	n/a
Holbrook and Downford – roofing	£123k	£123k	Complete	10	3	£14k to £18k
Tilbury Place – renovation	£500k	£500k	On site	n/a	n/a	n/a
Laburnum Grove – roofing	-	£650k	On site	59	0	n/a
Somerset Point – windows and external decoration	£500k	£500k	On site	71	0	n/a
Theobald House – concrete repairs	£50k	£50k	Complete	83	33	TBC
Leach Court – concrete coatings	£79k	£79k	On site	108	0	n/a
<b>Total</b>	<b>£11.9m</b>	<b>£11.8m</b>	<b>13 projects on site</b>	<b>722</b>	<b>160</b>	<b>£4k to £54k</b>

#### 4.24 Details of major projects on site (as of October 2019)

Project	<b>Tyson Place / St Johns Mount – structural repairs</b>						
Exp. Start	22/10/18	Finish	31/01/20	2019/20 Budget	£1,640k	Latest budget	£1,640k
Act. Start	22/10/18	Current Status	On site	Council dwellings	109	Leasehold dwellings	39
Major external works including concrete repairs, roof replacement (St John's Mount only), replacement of windows and external wall insulation. Currently on site with completion expected by January 2020.							

Project	<b>Ellen Street low rises – structural repairs</b>						
Exp. Start	02/01/19	Exp. Finish	17/11/2019	2019/20 Budget	£950k	Latest Budget	£950k
Act. Start	02/01/19	Current Status	On site	Council dwellings	23	Leasehold dwellings	9
Refurbishment works including roof conversion, new windows and doors. The works will be completed once the scaffolding is taken down and the site cleared, which is due by mid-November.							

Project	<b>Freshfield Estate – extraction of Tyfoam wall insulation (phase four)</b>						
Exp. Start		Exp. Finish	31/03/20	2019/20 Budget	£750k	Latest Budget	£1,200k
Act. Start	18/11/18	Current Status	On site	Council dwellings	24	Leasehold dwellings	0
Removal of Tyfoam insulation from wall cavities and rebuilding of outer walls with new external insulation. New phase began in April 2019 and budget was increased by £450k to take account of additional works required.							

Project	<b>Albion Hill (Saxonbury) – structural repairs</b>						
Exp. Start	22/10/18	Exp. Finish	28/02/2020	2019/20 Budget	£1,194k	Latest Budget	£1,094k
Act. Start	22/10/18	Current Status	On site	Council dwellings	29	Leasehold dwellings	16
Installation of infill cladding system to rectify defects with de-bonded brick panels. Unforeseen design changes following removal of brickwork resulted in delays to works during 2018/19. Latest budget has decreased by £100k based on trends in current spending. Currently expected for completion by end of February 2020, depending on weather conditions.							

Project	<b>Hidden Homes</b>						
Exp. Start		Exp. Finish	28/02/20	2019/20 Budget	£1,498k	Latest Budget	£1,498
Act. Start	30/04/18	Current Status	On site	Council dwellings	n/a	Leasehold dwellings	n/a
<p>Programme of works to transform neglected or redundant spaces into quality homes. There are currently three conversion projects underway at:</p> <ul style="list-style-type: none"> <li>• Elwyn Jones Court (2 new dwellings – awaiting electric meter installations before letting)</li> <li>• Woods House (1 new dwelling – new communal room is complete and new flat is expected to be completed in November)</li> <li>• Swallow Court (3 new dwellings – expected to be ready for letting by end October).</li> </ul> <p>Planning permission has been granted and designs agreed for 10 new dwellings at the Bristol Estate, with the first five flats expected for completion by end February 2020. Surveys of the Albion Hill area are also being undertaken for a project next year.</p>							

Project	<b>Oxford Street conversion</b>						
Exp. Start		Exp. Finish	31/03/20	2019/20 Budget	£1,314k	Latest Budget	£1,314k
Act. Start	19/11/18	Current Status	On site	Council dwellings	n/a	Leasehold dwellings	n/a
Now part of the Hidden Homes programme. This project is to redevelop and convert old office space into 10 family dwellings for temporary accommodation. Construction is currently underway on two levels and due for completion by end March 2020.							

Project	<b>St Aubyns Gardens – external repairs</b>						
Exp. Start	18/03/19	Exp. Finish	01/12/19	2019/20 Budget	£600k	Latest Budget	£600k
Act. Start	18/03/19	Current Status	On site	Council dwellings	4	Leasehold dwellings	11
Further external repairs following previous structural works, including concrete and render repair, new windows, roof replacement and external drainage replacement.							

Project	<b>Citywide loft Conversions and extensions</b>						
Exp. Start	01/02/19	Exp. Finish	Ongoing	2019/20 Budget	£520k	Latest Budget	£260k
Act. Start		Current Status	On site	Council dwellings	10	Leasehold dwellings	n/a
Programme comprising works at 10 properties, plus two new builds. The latest budget for 2019/20 has reduced by £260k due to delays in the programme.							

Project	<b>St James' House car park</b>						
Exp. Start		Exp. Finish	17/12/19	2019/20 Budget	£479k	Latest Budget	£479k
Act. Start	04/03/19	Current Status	On site	Council dwellings	n/a	Leasehold dwellings	n/a
Improvements to security at the underground car park at St James' House. There had been delays in 2018/19 caused by additional stakeholder engagement and a traffic flow management study which had not been anticipated.							
















Project	<b>Tilbury Place – renovation</b>						
Exp. Start		Exp. Finish	15/11/19	2019/20 Budget	£500k	Latest Budget	£500k
Act. Start	18/03/19	Current Status	On site	Council dwellings	n/a	Leasehold dwellings	n/a
Renovation of a block of 15 temporary accommodation studio flats acquired by the council. Currently on budget and nearing completion with scheduled handback to temporary accommodation by mid-November.							

Project	<b>Laburnum Grove – roofing</b>						
Exp. Start	08/05/19	Exp. Finish	07/11/19	2019/20 Budget	-	Latest Budget	£650k
Act. Start	08/05/19	Current Status	On site	Council dwellings	59	Leasehold dwellings	n/a
Roof and window replacements.							

Project	<b>Somerset Point – windows and external decoration</b>						
Exp. Start		Exp. Finish	31/03/20	2019/20 Budget	£500k	Latest Budget	£500k
Act. Start	29/04/19	Current Status	On site	Council dwellings	71	Leasehold dwellings	n/a
Works include new windows, repainting and insulation of external walls.							

Project	<b>Leach Court – concrete coatings</b>						
Exp. Start		Exp. Finish	07/12/19	2019/20 Budget	-	Latest Budget	£79k
Act. Start	07/10/19	Current Status	On site	Council dwellings	108	Leasehold dwellings	0
Concrete coatings due for completion in December 2019.							

## 5. Estates service

 Estates service indicators		Target 2019/20	Q1 2019/20	Q2 2019/20	Status against target	Trend since last quarter
5.1	Cleaning quality inspection pass rate	99%	99% (179 of 180)	100% (162 of 162)		
5.2	Estates Response Team quality inspection pass rate	99%	98% (144 of 147)	100% (55 of 55)		
5.3	Cleaning tasks completed	98%	95% (12,994 of 13,612)	95% (13,742 of 14,524)		
5.4	Bulk waste removed within 7 working days	92%	85% (670 of 787)	82% (652 of 798)		
5.5	Lights replaced or repaired within 3 working days	99%	99.6% (224 of 225)	100% (211 of 211)		
5.6	Mobile warden jobs completed within 3 working days	96%	99.2% (1,412 of 1,423)	99.8% (1,283 of 1,285)		

## Estates service

### Cleaning tasks completed – 3 percentage points below target




- **Contributory factors** - more staff time spent on cleaning up litter in external common areas, for example near communal bins.
- **Improvement actions** - collaboration with CityClean to address growing litter problem.

### Bulk waste removed within 7 working days – 10 percentage points below target

- **Contributory factors** - the bulk team are spending more time (two days per week) on ensuring health and safety compliance through issuing and actioning notices on items left in common areas.
- **Improvement actions** - increased focus on health and safety compliance will hopefully change behaviours and lead to fewer items left in common areas.

6. Anti-social behaviour (ASB)

All indicators below give cumulative year to date results.

 ASB indicators		Target 2019/20	Q1 2019/20	Q2 2019/20	Status against target	Trend since last quarter
6.1	Victim satisfaction with way ASB case dealt with	85%	80% (4 of 5)	90% (9 of 10)		
6.2	Tenants evicted due to ASB	For info	0	1	n/a	n/a
6.3	Closure orders obtained	For info	3	4	n/a	n/a

#### 6.4 New antisocial behaviour (ASB) cases by type

New ASB cases where the reporter or alleged perpetrator is a council property resident or leaseholder.

Type of ASB incident / case	Q1 2019/20	Q2 2019/20	Change between quarters
Verbal abuse / harassment / intimidation	44% 83	44% 92	+9
Noise	11% 21	6% 13	-8
Drugs	11% 21	17% 36	+15
Crime	10% 18	13% 27	+9
Domestic violence / abuse	10% 18	7% 15	-3
Physical violence	6% 11	3% 7	-4
Pets and animal nuisance	4% 8	7% 15	+7
Hate incident	2% 3	1% 2	-1
Alcohol related	2% 4	1% 2	-2
<b>Total</b>	<b>100% 187</b>	<b>100% 209</b>	<b>+22</b>






## 6.5 New ASB cases by ward

New ASB cases where the reporter or alleged perpetrator is a council property resident or leaseholder.

Ward name	Q1 2019/20	Q2 2019/20	Change between quarters	Council dwellings
Brunswick and Adelaide	0	0	+0	4
Central Hove	1	4	+3	57
East Brighton	45	54	+9	2,246
Goldsmid	6	5	-1	326
Hangleton and Knoll	20	20	0	1,180
Hanover and Elm Grove	6	10	+4	466
Hollingdean and Stanmer	21	15	-6	1,246
Hove Park	0	0	0	10
Moulsecoomb and Bevendean	19	27	+8	1,513
North Portslade	10	5	-5	398
Patcham	7	11	+4	533
Preston Park	1	1	0	62
Queen's Park	28	34	+6	1,720
Regency	0	0	0	28
Rottingdean Coastal	0	0	0	25
South Portslade	3	4	+1	369
St. Peter's and North Laine	8	14	+6	379
Westbourne	6	1	-5	116
Wish	2	0	-2	345
Withdean	1	0	-1	44
Woodingdean	3	4	+1	451
<b>Total</b>	<b>187</b>	<b>209</b>	<b>+22</b>	<b>11,518</b>

## 7. Tenancy management

The first two indicators below give cumulative year to date results. The last one gives an end of quarter result.

 Tenancy management indicators		Target 2019/20	Q1 2019/20	Q2 2019/20	Status against target	Trend since last quarter
7.1	Tenancy fraud – properties returned to stock	For info	5	7	n/a	n/a
7.2	Tenancies sustained following difficulties	98%	97% (36 of 37)	96% (74 of 77)		
7.3	Tenancy visit to general needs tenants within last 5 years	90%	92% (9,357 of 10,134)	93% (9,475 of 10,197)		

### Tenancies sustained following difficulties – 2 percentage points below target

- **Contributory factors** - three tenants wouldn't engage with the Tenancy Sustainment team and tenancies remain at risk due to arrears.
- **Improvement actions** - to help with arrears, the team take a persistent approach in supporting tenants with applying for benefits including Universal Credit.

#### 7.4 New tenancy management cases by type

New tenancy management cases, other than antisocial behaviour, involving a council property resident or leaseholder.

Type of tenancy management case	Q1 2019/20	Q2 2019/20	Change between quarters
Abandonment	4% 14	2% 10	-4
Assignment request	9% 3	1% 5	+2
Boundary issues	15% 50	16% 67	+17
Caretaking	1% 3	0% 0	-3
Court of Protection	1% 2	0% 2	0
Death of a tenant (including succession)	16% 52	16% 64	+12
Decants and temporary moves	2% 6	0% 1	-5
Fraud	2% 6	0% 2	-4
Leaseholder breach	1% 2	2% 9	+7
Tenancy breach	9% 28	11% 45	+17
Unsatisfactory interiors	4% 13	5% 22	+9
Untidy gardens	27% 90	26% 107	+17
Use and occupation	1% 4	0% 2	-2
Vulnerable adult and safeguarding	17% 55	18% 74	+19
<b>Total</b>	<b>100% 328</b>	<b>100% 410</b>	<b>+82</b>










## 7.5 New tenancy management cases by ward

New tenancy management cases, other than antisocial behaviour, involving a council property resident or leaseholder.

Ward name	Q1 2019/20	Q2 2019/20	Change between quarters	Council dwellings
Brunswick and Adelaide	0	0	0	4
Central Hove	4	4	0	57
East Brighton	37	71	+34	2,246
Goldsmid	8	11	+3	326
Hangleton and Knoll	49	61	+12	1,180
Hanover and Elm Grove	15	10	-5	466
Hollingdean and Stanmer	35	50	+15	1,246
Hove Park	1	0	-1	10
Moulsecoomb and Bevendean	67	56	-11	1,513
North Portslade	15	18	+3	398
Patcham	12	21	+9	533
Preston Park	0	4	+4	62
Queen's Park	53	50	-3	1,720
Regency	3	1	-2	28
Rottingdean Coastal	1	0	-1	25
South Portslade	9	14	+5	369
St. Peter's and North Laine	6	10	+4	379
Westbourne	2	3	+1	116
Wish	4	10	+6	345
Withdean	0	8	+8	44
Woodingdean	10	8	-2	451
<b>Total</b>	<b>328</b>	<b>410</b>	<b>+82</b>	<b>11,518</b>

## 8. Seniors housing

 <b>Seniors housing indicators</b>		<b>Target 2019/20</b>	<b>Q1 2019/20</b>	<b>Q2 2019/20</b>	<b>Status against target</b>	<b>Trend since last quarter</b>
8.1	Residents with up to date annual review	96%	96% (871 of 903)	97% (882 of 905)		
8.2	Schemes hosting social, health and wellbeing activities (at least weekly)	95%	100% (22 of 22)	100% (22 of 22)		
8.3	Schemes hosting events in collaboration with external organisations	90%	100% (22 of 22)	95% (21 of 22)		

### LEASEHOLDERS ACTION GROUP

Committee meeting 20th July, 2019, 10.30 at Laburnum Grove.

Meeting D of 2019/2020.

Present: David Spafford, Peter Boakes, David Croydon, Graham Dawes, Rosemary Johnson, Jane Thorp.

Apologies: Keith Marston, Tony Worsfold.

#### 1. MINUTES of 10th June 2019.

AGREED as correct record.

#### 2. MATTERS ARISING

B3: AGREED future meeting dates; 23/9, 9/11, 14/12, 6/1, 16/2, 2/3.

B4: AGREED standard agenda.

B6: DS to contact LR with the suggestion she meet with 2 or 3 of the committee to hear what she is not being told: DS was contacted by LR, wanted meeting with LAG before next HNHC meeting; fixed for Wednesday 28th August, 6.30.

AGREED this to be at Hampshire Lodge, all Committee members (+ Barry Hughes) invited.

**ACTION** D1: DS to book meeting room and circulate calling notice.

B7: supply minutes of task-and-finish group about new works/maintenance arrangements: no minutes since last meeting; ONGOING. Usefulness of paperwork questioned.

B8: DS to talk to LR about Resource Centre support: refer to 28 August meeting. Leaseholder Support Officer post has been advertised and no suitable applicants, to be re-advertised; we want progress report on this at 28 August meeting too.

B10: KM to circulate the address of FB page: done.

B11: RFJ would write up the AGM in a journalistic report style (rather than minutes, but longer than Homing In copy limit) to be posted on the FB page: in hand.

B12: DJC to contact LR to ask what the "social values" cover and what the extra cost is: done; there is email correspondence.

## AGENDA ITEM 42

**AGREED:** for agenda at 28 August meeting: we want to know the percentage cost of social values.

**AGREED:** every issue we take up with the council staff or members should have a "lead" committee member nominated to deal with it, and other committee members go through that lead person. Any committee person wishing to raise a general issue to raise with LAG committee first.

**ACTION D2:** JT to email all committee to explain this paragraph.

B13: RFJ to coordinate comments on council's AGM minutes; ALL to email their comments to RFJ: ongoing. Only one comment received; anyone got any more?

B14: RFJ to contact Barry (HI Editor): done. Next copy date 23 August.

**AGREED:** Include extending leases.

**ACTION D3:** PB/RFJ to discuss and arrange article.

B15: RFJ to contact Gary Gurr about situation on leaseholder survey; also to welcome him to his new job and look forward to seeing him at a meeting: done, waiting for Gary on next steps.

C1: GG to provide information on lease extension for circulation: ongoing.

C2: MR to write to all leaseholders on the estate about forward plans, and offering contact info: ongoing.

C3: GH to circulate draft template letters to committee: ongoing.

C4: BHCC to share Major Projects Summary report regularly with the committee, preferably circulated before the meeting: ongoing.

C5: Fran Hodgson to circulate T&F Group info: done.

C6: MR/GH to sort out data protection issues: ongoing.

C7: DS to fix next meeting venue etc.: done.

**AGREED:** all committee meetings with council staff to invite both local residents and local councillors; meetings without council staff we'll decide each time.

## AGENDA ITEM 42

**AGREED:** Did the council send out emails to all leaseholders on their list about this meeting? - this issue to be raised at 28th August meeting under LAG support.

JT proposed a leaseholders' newsletter to be sent out to all those on council's email list (draft to committee for agreement).

**AGREED:** to be raised for agreement to circulate by LR on 28 August.

**ACTION D4:** JT to draft and circulate.

**ACTION D5:** DS to arrange the agenda for 28 August meeting including items noted above.

### 3. LEASEHOLDER COMMUNICATION

DS reported: he has fixed regular pre-meetings with Glyn Huelin to finalise agendas for committee meetings. Discussion about motivation and uses for these.

**ACTION D6:** DS to notify dates of these meetings, ALL to submit ideas/requests in advance.

### 4. ROUND ROBIN.

PB lives further up Burstead Close. The building is due for roof works. Scaffolding has gone up; should be unnecessary as there is a roof access hatch.

Discussion of alternatives, including brackets to which a scaffolding doughnut could be fixed rather than needed to be built up from ground level (less hassle for residents and less security risk).

Noted that a recent Planning Committee had turned down an application for handrails round the edge of a flat roof on aesthetic grounds.

### 5. MAJOR WORKS

Sunninghill Close emails - proposed new roof at high cost. This is labelled "Planned Works" rather than "Major Works".

## **AGENDA ITEM 42**

**AGREED** that the new leaseholder prior consultation processes should work the same under either heading, indeed for all works requiring a s20 as £250 or above.

**AGREED** JT to be lead person on this issue.

**ACTION** D7: DS to include on agenda for 28 August meeting.

**ACTION** D8: JT to draft reply to MR's email.

### **7. NEW IT SYSTEM**

New system has been delayed, and won't do everything it was thought to be going to do.

**ACTION** D9: DS to request update from LR at 28 August meeting.

### **9. NEXT MEETING.**

28th August, with LR, see above.

Next Committee meeting with council staff 23rd September, 6.30pm.

Venue: Muriel is offering her community room. **AGREED**.

**ACTION** D10: DS to contact Muriel and circulate details, circulate local residents and councillors.

# **HOUSING MANAGEMENT PANEL: WEST HOVE & PORTSLADE AREA**

Meeting on 22nd October 2019

From Graham Dawes  
(Philip Court Residents' Association)

An agenda item at the West Area Residents' Associations meeting on the 17th of September concerned the question: What will help us to build strong Residents' Associations? This is to be one of the items on the agenda for the Area Panel meeting on the 22nd.

This is a matter of great moment to me as secretary of the Philip Court Residents' Association. Our association has been moribund for years, hovering on the verge of extinction. When I, reluctantly, became secretary it was only so as to save the association from dissolution. There was no-one else willing to take the role. Similar crises have hit us since.

I made a suggestion to the Area Panel on the 17th which I would like to elaborate here so that both its exposition and its import is clear. As a means of strengthening resident involvement in their associations, it aims to counter two failings on the part of the council so this is where I must begin.

Until very recently there was a role with the title 'Resident Involvement Officer'. If that title were to be taken to mean what it appears to mean then it would have to be accounted a failure. There has been no evidence of an increase in resident involvement. If there were it would surely have given rise to an increased involvement of residents in residents' associations for these, and other groups in which residents work with council officers, are surely the index of any robust engagement of residents with Brighton & Hove City Council. If not that, what is there?

The second failing, is the widely recognised and parlous state of council communication. A huge number of complaints against the council come down, in one form or another, to matters of poor communication. Within the academic literature on organisations it is held that such problems are a charge against senior management, though the devolved responsibility lies with management at all levels.

When an organisation has poor communication the burden of this falls on all those affected by that organisation. This also bears on the question under consideration in that I have often been told, by experienced RA reps, that to get anything done you have to continually write, email and phone the council again and again and again. This is dispiriting. When I was attending the Philip Court RA meetings, before becoming involved, I would hear of such attempts being made, again and again and again - and that was reason enough to want nothing to do with it.

My hypothesis is that people would be more willing to involve themselves in residents' associations if it were more obvious that this was a means to getting things done.

To this end, my suggestion is that the role of the, now, Community Engagement Officers be one of resident advocates. CEOs are within the council. If a resident is emailing or phoning a given officer and not getting an adequate and timely response, a CEO can go and sit on their desk until they do respond. We cannot do that.

Of late, we were told by RIOs that they were understaffed and could not attend all RA meetings, other than AGMs. I was told they would attend if they were 'needed'. I felt this was to ask of me augury. Every agenda carries the item, 'Any Other Business', and there is no knowing what will come up there and, let's face it, there is really no knowing what will come up with regard to any agenda item.

Now that the CEO contingent is larger it would be good to have one at each residents' association meeting. They could take matters from the meeting back to the council and follow them up. For each RA, a designated CEO could be the portal through whom RA reps and residents could put their questions and complaints and the



CEO could check to ensure an adequate and timely response was received. (These days there are ways to automate such alerts.) This would take the burden from RA officers.

A pertinent point, here, is that this might also improve the effectiveness of council communication. Currently, the pain of poor communication is pushed out of the organisation and onto residents. With the CEOs acting as our advocates, it could be turned back into the organisation finally creating the incentive to improve, which clearly has not yet had sufficient force.

It is only fair to state that, in being real advocates for residents, CEOs would have to be ready, temporarily, to be unpopular within the organisation until such time as their prods and prompts within the organisation had caused a correction to its current culture of communication.

With this new role for CEOs, residents would have a much stronger feeling that the council was working for them, rather than against them. They would feel they had someone on their side where they might have felt they were battling against the council behemoth alone.

When council officers write a letter, send an email, make a phone call or attend a meeting they are being paid. Residents are not. Effectively, every letter or email sent, phone call made or meeting attended by a resident means that person is paying twice. This needs to be borne in mind, as with the stress felt - whether anxiety or rage - due to council activity, or inactivity. If these things were fully felt, viscerally, by council officers they would be unlikely to impose as much on residents' goodwill as they do.

