

REPORT OF THE SCRUTINY PANEL – INVESTIGATION INTO THE EFFECTIVENESS OF HOUSING ESTATE INSPECTIONS

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REPORT OF THE SCRUTINY PANEL – INVESTIGATION INTO THE EFFECTIVENESS OF HOUSING ESTATE INSPECTIONS

1. BACKGROUND AND TERMS OF REFERENCE

1.1 Background

1.1.2 As a result of a tenant empowerment study funded by the then DETR, four Tenant Associations in the District formed themselves into the Braintree and Witham Action Group (BWAG). BWAG worked with an independent Consultant who was appointed by the Group to advise on tenant options for involvement in the management and decision making processes regarding tenants homes.

1.1.3 The study began in 1999 and a final report was issued in March 2000. As an outcome from the study, the BWAG Community Plan was written.

1.1.4 Estate Inspections were referred to under item 31 of the Community Plan as follows:-

”Housing Estate Managers and Tenant Association Representatives, together with local Ward Councillors should make regular patrols and inspections to jointly identify problems and set timescales for resolving these problems.”

The Council gave its formal agreement to this request in July 2000, and the Council and BWAG subsequently issued the following joint statement:-

”The standard of improvement on estates is a priority and should be maintained and improved wherever possible through the efforts of all residents, BWAG members and the Council. Each member association will make arrangements with the individual estate manager and councillor(s) for any joint estate inspections, required on a monthly basis”.

1.1.5 Since the end of 2000, a programme of Estate Inspections has been established throughout the District and the process is now a well established feature of the Housing Services estate management function.

1.1.6 Estate Inspections focus principally on the estate infrastructure, but cover also a myriad of other external snags/defects/problems. The list below gives examples of the types of item covered.

Repairs/General Condition of footpaths, garage areas and forecourts, roads, open spaces, communal areas to flats
Broken Walls
Abandoned Vehicles
Litter/Fly-tipping
Overgrown Hedges/Shrub Beds
Untidy Gardens
Broken Street Name Plates/Posts
Trees in Gardens/Open Spaces needing pruning

Weeds to Communal Areas/Paths/Garage Sites
Missing Manhole Covers
Street lighting defects
Play Equipment Repairs/Faults
Parking Problems
Grass Cutting Issues

1.1.7 There are a total of 60 separate Estate Inspection Areas throughout the District. In drawing up the Estate Inspection Areas, it was apparent that many of the larger estates and villages were too big to be inspected thoroughly during one inspection and were therefore broken down into more manageable Inspection Areas.

1.1.8 Housing Services have an annual performance target to complete 90 Estate Inspections.

1.1.9 During 2003, a total of 128 Estate Inspections were completed.

1.1.10 Terms of Reference

Our specific **Terms of Reference** were as follows:-

1. To consider the effectiveness of Housing Estate Inspections;
2. To make recommendations to the Cabinet on any improvements that can be made to the existing arrangements.

2. METHODOLOGY

2.1 Our investigation commenced with the submission of a Background/issues report prepared by Maureen Lodge, Area Manager which was considered by the Panel at its meeting on 14th July 2004.

2.2 A letter was then sent to a number of potential internal and external witnesses to seek their written comments on their experiences and involvement in estate inspections, as listed below:-

- * every Member (excluding those on the Panel);
- * relevant Cabinet Members;
- * Officers from Housing Services;
- * Tenants' and Residents' Associations;
- * Resident Area Representatives;
- * Representatives of the Police;
- * Housing Association Officers;

* Kelvedon Parish Council (who had expressed a specific interest in the subject).

2.3 A list of the Councillors, Officers and external organisations who made written submissions to us is set out in Appendix A together with copies of the submissions. From these submissions, we selected a list of internal “expert” witnesses as detailed below. These witnesses attended a Scrutiny Hearing on 10th November 2004 to talk to the Panel and to share with us their expertise and experience.

2.4 Mr. B. Hill, the Clerk of Bradwell Parish attended the Hearing and made a statement on Estate Inspections during the Public Question Time session. This statement is included in Appendix A.

2.5 Cllr. Dr. R. Evans also attended the Hearing and spoke to the Panel concerning his experiences regarding Estate Inspections.

2.6 Mr. D. Webb from the Braintree and Witham Action Group also attended the hearing and spoke concerning the involvement of tenants in Estate Inspections, and the need to publish the outcome of Estate Inspections.

2.7 Prior to the Hearing, we had also asked those external witnesses who had made a written submission if they would like to attend the Hearing to amplify or add to their comments although none wished to specifically appear on this occasion.

2.8 Internal Witnesses

These were as follows:-

Maureen Lodge, Area Manager, Witham Area Office
Lyn Lucas, Area Estates Manager, Halstead Area Office
Martin Hawes, Area Estates Manager, Braintree Area Office
Mel Jones, Area Estates Manager, Witham Area Office
Dave Woods, Area Estates Manager, Witham Area Office

3. THE MECHANICS OF HOUSING ESTATE INSPECTIONS

There are a number of elements that comprise the procedural “nuts and bolts” of estate inspections and these are dealt with in turn under a series of headings:-

- (i) The Role of the Area Estates Managers, the Frequency of Estate Inspections, and the List of Core Invitees;
- (ii) The Timing and Notification of Estate Inspections, and the participation by Core Invitees in Estate Inspections;
- (iii) Logging, Monitoring and Actioning items identified at Estate

Inspections;

(iv) Publishing the results of Estate Inspections;

(v) The costs of Estate Inspections.

3.1 The Role of the Area Estates Managers, the Frequency of Estate Inspections, and the List of Core Invitees

3.1.1 The Role of the Area Estates Managers

Individual Area Estate Managers have responsibility for all the administrative tasks and duties in setting up and organising Estate Inspections including notifying “invitees”, and for taking all the necessary follow up action once an inspection has been held.

3.1.2 The Area Estate Managers each have a number of Estate Inspection Areas within their ‘patch’ and carry out at least one inspection per month. Area Estate Managers may be accompanied by a Support Officer to help co-ordinate the inspection and take notes.

3.1.3 The Panel noted and appreciated that the Area Estate Managers (and the Estate Rangers) have a daily presence on the estates and will pick up many estate items/problems as part of their day to day estate management role. Area Estate Managers will normally be the first point of contact for tenants.

3.1.4 It was also noted that in respect of the main larger estates Housing Services are involved in a number of other initiatives (listed below) which are all designed to keep the appearance and maintenance of the estates (as a whole) high on the Council’s agenda, and which involve officers working with tenants and other stakeholders and agencies with the overall aim of identifying and implementing improvements.

Mini Options Appraisal – looking at an estate in its entirety – costing the level of investment required to meet tenants aspirations – identifying common themes that are applicable to estates as a whole, that require investment - will also feed into the Decent Homes Plus agenda.

Estate Action Plans – a strategic view of the estate identifying how the Council would like to deal with current issues on the estate, and how to improve the area over the coming years.

Area Health Checks – consulting with residents on what they like and what they don’t like, and the areas in respect of which they would like to see further investment.

3.1.5 We were advised that Housing Services staff, Area Estates Managers in particular, maintain a close working relationship with other officers in the Council, and particularly with Environmental Services staff, as many estate issues cross departmental boundaries. Housing and Environmental Services

staff frequently conduct joint estate “blitzes” focussing on issues such as litter.

3.1.6 The Frequency of Estate Inspections

3.1.7 The frequency of Estate Inspections for individual Inspection Areas depends on the size and density of the estate. For the larger and more densely populated Estate Inspection Areas there will be an inspection every two months – for medium sized Estate Inspection Areas an inspection every three to four months - for the far lower density Estate Inspection Areas in the rural areas in the north of the District an inspection approximately every 10 months. Generally, as the Urban Estate Inspection Areas and large villages are more densely populated the wear and tear on the estate infrastructure is heavier, with more frequent problems with neighbour disputes, vandalism, parking etc. and a higher number of formal inspections is therefore warranted. However, the “pockets” of development that comprise the estates in the northern rural parts of the District will invariably receive a number of informal ‘mini’ Estate Inspections from the Estate Ranger whenever he/she is in the vicinity.

3.1.8 The Core List of Invitees

3.1.9 There is a core list of invitees comprising the following:-

- * the local District Councillor(s);
- * a representative of the tenants/residents association;
- * the relevant Tenant Representative.

3.1.10 A representative of the Parish/Town Council (if the area is parished) is generally invited although we were advised that participation from the Parishes has been variable.

3.1.11 A Housing Association representative is invited if there are any Housing Association properties within the Estate Inspection area.

3.1.12 In addition, other persons listed below may be invited either on an occasional basis (or separately in a follow up meeting) where specific issues have been raised:-

- Police Crime Reduction Officers and the Council’s Community Safety Advisors;
- actively participating residents and those who have expressed a specific interest in attending;
- Member/Officer representatives of Essex County Council if there are any specific “County” matters or issues that require partnership working;
- Housing Estate Rangers;
- Other “specialist” officers as and when the need arises.

3.1.13 We were advised that the Police Crime Reduction Officers had been involved in a separate audit of the Council’s 12 main estates to advise on features that create opportunities for crime, and to offer general community safety advice.

3.1.14 Estate Managers have to exercise their judgement as to who to invite to formal Estate Inspections so that the number of persons attending does not make the whole process too unwieldy.

3.1.15 As part of the evidence submitted to us, we did receive a submission from Kelvedon Parish Council indicating that it was invited to participate in Estate Inspections in late 2002 and 2003, but not recently. Officers were not able to clarify the reason for this, but saw no problem in including Kelvedon in the list of invitees for future inspections.

3.1.16 We would Recommend that Housing Services includes Parish/Town Councils, including Kelvedon Parish Council, in the list of core invitees.

3.1.17 It is also evident that a number of the items identified during the course of an inspection relate to maintenance/repair issues and also street scene issues such as grass cutting, flower bed maintenance, litter problems etc.

3.1.18 We were informed that it is the intention of Housing Services to review jointly with Environmental Services (Street Scene) the grounds maintenance contract for the estates with a view to agreeing a specification that better meets tenants needs and aspirations.

3.1.19 We would Recommend that Housing Services include an officer from the Housing Maintenance Section and an officer from Street Scene Services (Environmental Services) on the list of core invitees so that those officers can see at first hand any particular items raised that need attention with a view to ensuring action is taken as soon as practicable on identified items.

3.2 The Timing and Notification of Estate Inspections, and the Participation by Core Invitees in Estate Inspections

3.2.1 The current practice in Housing Services is to hold all Estate Inspections during the daytime during normal office hours. Officers did express concerns to us that there were health and safety implications in holding Estate Inspections outside these hours or at weekends when the Council's headquarters and Area Offices are unmanned and there was no facility to call for any 'back-up' assistance. There would also be additional staffing costs involved in resourcing evening or weekend Estate Inspections.

3.2.2 Outside of the formal Estate Inspection process, we were advised that the Estate Rangers could work on the estates during the summer months up until 6.30pm. Housing Services can also target 'hot spots' outside normal working hours if there is a particular problem on an estate.

3.2.3 Core invitees are given a specific written invitation to attend an Estate Inspection by the relevant Area Estates Manager. The quarterly tenants newsletter "On The House" is, on occasions, used to advertise inspections with a general invitation for interested residents to attend. Estate Inspection

dates are also planned in advance where possible (some inspection dates are programmed to run from the beginning of the calendar year and others from the start of the civic year) and published using the network of notice boards on the estates.

3.2.4 We were advised that the record of attendance by invitees in formal Estate Inspections was far better in the south of the District than in the more rural northern part – see table below.

	<u>2004-05</u>	
	<u>No. of Insp.</u>	<u>No. Attended</u>
	<u>Carried Out</u>	<u>Solely By</u>
	<u>To Date</u>	<u>Area Est. Mgr.</u>
<u>Braintree Area</u>		
Rural Inspection Areas	4	3
Urban Inspection Areas	13	6
<u>Halstead Area</u>		
Rural Inspection Areas	15	14
Urban Inspection Areas	8	6
<u>Witham Area</u>		
Rural Inspection Areas	14	8
Urban Inspection Areas	<u>38</u>	<u>12</u>
Totals	<u>92</u>	<u>49</u>

3.2.5 Some members have expressed concern to us that they are unable to attend weekday inspections and/or inspections held during normal office hours either because of work commitments or because they clash with programmed civic/private diary engagements. Whilst the Panel appreciated the concerns that officers had expressed concerning evening and weekend Estate Inspections it was felt, nevertheless, that it would encourage more members to attend if there was scope to hold some of the Estate Inspections in the early evening or the weekend. Some problems on estates are also only apparent outside normal office hours e.g. parking problems where residents return home from work in the evening and park their vehicles on the green causing damage to the surface.

3.2.6 The submissions that were made to us by Tenants and Residents Area Representatives and Tenants/Residents Associations who play an active role as “Core Invitees” were strongly supportive of the Estate Inspection process.

”The tenants have often said they have seen us go round even if you don’t see them. They know the Council is bothering to look around the Estates’ for any problems.”

(Mrs. C. Woodhouse, Forest Road Estate Tenants Representative)

”The main value of Estate Inspections is that Tenants and Residents have the chance to improve the environment, alongside the Council, if they wish, for the benefit of all those who live within those areas.”

(Mrs. S. J. Fuller, Bocking South Tenants and Residents Association)

"I think Estate Inspections are a very good idea.....you feel like the Council cares plus it shows me as a Tenant what needs to be done."
(Mrs. V. Aherne, Chairman, Templars Community Association)

3.2.7 We see the active participation by the Core Invitees, particularly that of the local Member(s), as being one of the key indicators to the success of Estate Inspections. The poor record of attendance particularly in respect of those Inspections held in the north of the District is, we feel, an issue that needs to be addressed.

3.2.8 There are a series of Recommendations that we would make and these are set out in paragraphs. 3.2.9 to 3.2.12 below:-

3.2.9 Members of the Council should be provided in January each year with a draft list of proposed formal estate inspection dates for the whole of the civic year (12 months beginning 1st April) and given a week following receipt of the draft list to contact Housing Services to seek amendments to any dates that may clash with any programmed civic/private diary engagements;

3.2.10 For each inspection area, the list should include one early evening inspection during the summer months, and one weekend inspection during the winter months. (We appreciate that this recommendation involves a change in current work practices with associated budgetary and health and safety implications that the Cabinet will need to consider);

3.2.11 All invitees should have maximum advance notice of inspections, and the list of inspections once finalised should be given as much publicity as possible e.g. through the quarterly newsletter to tenants; the network of notice boards on the estates; the monthly Members Focus publication; the Council's web site; the Council Page in the Local Press;

3.2.12 Each Parish/Town Council to be invited, if they so wish, to nominate a designated Parish Councillor/Officer to act as a liaison contact for the purposes of Estate Inspections.

3.3 Logging, Monitoring and Actioning Items Identified in Estate Inspections

3.3.1 We were advised that logging and monitoring items by Housing Services during the course of Estate Inspections is currently undertaken using a paper based system with Estate Managers completing standard Estate Inspection Forms. These are used subsequently to compile an Action Sheet and items will be reported to the relevant Department or external Agency, such as the County Council, to deal with as appropriate. In the absence of an electronic system, the process for corporately analysing and evaluating the outcomes is a time consuming process. The Housing Management System, OHMS, has limited functionality in relation to estate management processes and is not currently used for that purpose. Automated reports containing key information on resolved and unresolved items have yet to be developed.

3.3.2 Invitees to Estate Inspections are given a copy of the Action Sheet, and this will be supplemented by a verbal or written update on individual issues when appropriate. A copy of the previous inspection report will be given to invitees when they attend an inspection. Items outstanding at one inspection will be picked up again at the next until finally resolved.

3.3.3 The Panel generally felt that there could be an improvement on the feedback given to Members on the outcomes of Estate Inspections.

3.3.4 The fact that the Panel has embarked upon this investigation has already prompted Housing Services to examine the logging and monitoring processes to see if this can be updated through the use of new technology. As a first step, Maureen Lodge the Area Housing Manager has developed a computer based spread sheet to record and monitor items. As part of her evidence to the Panel, Maureen compiled a series of three spread sheet analyses – one each for an inspection area in Braintree, Halstead and Witham – highlighting the inspections undertaken over the past year, what action points were agreed, the action taken and the outcomes. These spreadsheets are attached in Appendix B.

3.3.5 Many of the items identified during the course of Estate Inspections concern maintenance issues which will fall under the heading of either a ‘responsive’ repair or a ‘planned maintenance’ repair. ‘Responsive’ repairs are prioritised into 3 categories A, B, and D with target response times of 7, 28 and 3 working days respectively. The target for dealing with planned maintenance issues is 5 months. Any items classed as an emergency (eg those which raise serious health and safety concerns) are dealt with within 24 hours.

3.3.6 Housing Services are proposing to set a target of resolving 75% of the items raised at an inspection by the time of the next inspection.

3.3.7 We were advised that Housing Services is seeking to improve the level of internal communications within the Department and steps are being taken at both management and operational levels to ensure that there are regular liaison and feedback meetings between the Responsive Repair Sections and the Planned Maintenance Sections of Housing and the respective Area Offices concerning repair and maintenance issues. This should strengthen the monitoring process and assist Area Estate Managers in tracking repair and maintenance items, identified during the course of Estate Inspections, through to completion. It should also help Area Estate Managers highlight and draw attention to any specific problem areas.

3.3.8 Area Estate Managers are allocated small budgets (approximately £5000) to carry out small improvements/deal with minor issues quickly. We would wish to see this practice continue.

3.3.9 We do feel that it is important that Members and other invitees, are formally updated on the progress in resolving issues identified for action following an Estate Inspection given that there may be a number of months in between inspections. The effectiveness of the Estate Inspection process will be judged to a large extent by the action that follows to remedy the items identified and this is an area which we feel needs to be kept under close

review.

3.3.10 We make the following Recommendations which are set out in paragraphs 3.3.11 to 3.3.14 below:-

3.3.11 All “invitees” should be given an interim report on progress in actioning items identified during the course of Estate Inspections, such updates to be given mid-way between the date of the last inspection and the date of the next;

3.3.12 Any major problems in actioning any particular categories of item, e.g. if certain planned maintenance items cannot be dealt with due to lack of funding of the programme, should be reported to the relevant Cabinet Member and a report made to Cabinet if necessary;

3.3.13 The Council should ensure that the provision of small budgets for Area Estate Managers to achieve 1% improvements on estates should continue;

3.3.14 Housing Services to investigate the use of new technology for logging and monitoring items identified at Estate Inspections, and analysing performance. In particular, the use of a standardised computer spread sheet (similar in format to the one produced by Maureen Lodge in her evidence) indicating:

- the nature of the problem;
- the person or organisation to whom the problem has been reported for action;
- the date the problem was effectively remedied;

would be a very useful first step.

The same standardised spreadsheet should be used for circulating to members and other invitees following the inspection and for keeping invitees posted on progress in actioning items.

We would like a further report in 12 months time to review what progress has been made in updating the system electronically.

(3.4) Publishing the Results of Estate Inspections

3.4.1 We were advised that the outcomes of Estate Inspections are not published to the local communities, but officers felt that it would be helpful to do so in the future. A copy of an Estate Inspection Report can be given to any interested party on request.

3.4.2 We would Recommend that the results of Estate Inspections should be published in the tenants newsletters and other appropriate media.

3.5 The Costs of Estate Inspections

3.5.1 The approximate cost of carrying out a typical Estate Inspection (based on an Estate Manager plus Support Officer attending the inspection, together with all the necessary follow up work) is £475.

3.5.2 All costs associated with Estate Inspections are charged to the Housing Revenue Account.

3.5.3 Since the 'Right to Buy' many housing estates are now a mixture of tenures – some estates comprising 50% owner-occupiers. However, no charge is currently made to the General Fund. The communal areas, open spaces, play areas etc on all the Council's estates still remain our responsibility to maintain and are included in the Estate Inspection process regardless of tenure make-up.

4. CONCLUSIONS AND SUMMARY OF RECOMMENDATIONS

4.1 Conclusions

4.1.1 Formal Estate Inspections are one of the high profile forums where all the stakeholder representatives on our estates have an opportunity to be present, to actively participate and to use their influence in a positive and constructive manner to make a difference. The role of the local member in this process cannot be overemphasised. Estate Inspections are one of the ways in which the Council illustrates the importance it places on maintaining the infrastructure on our estates and doing everything possible to make the environment a pleasant and pleasing place for residents to live.

4.1.2 Given the age of some of our estates we appreciate that the Council and its officers face daily challenges to maintain the high standards that we set ourselves and to make the best use of the resources that we have available. Similar to other parts of the country we are also not immune to petty acts of vandalism or other anti-social behaviour that can detract from the appearance of our estates. This no doubt causes frustrations to Members, Tenants and Residents Associations, Tenant Representatives, officers and residents alike.

4.1.3 Since their inception in 2000, many hundreds of formal Estate Inspections have been carried out and from the evidence submitted to us they have helped to identify and remedy numerous items associated with the infrastructure and many other estate issues and problems.

4.1.4 The Panel has looked closely at the various processes involved in Estate Inspections and we are grateful for the evidence that has been submitted to us by all the witnesses both internal and external. In particular, we would like to express our thanks to the five officer witnesses from the Housing Department who attended the Scrutiny Hearing on 10th November to share their experiences with us which we found particularly helpful.

4.1.5 In conclusion, the system of Estate Inspections works reasonably well. However, there are some areas where the process could be more systematic

and effective, and we feel that some early evening and weekend inspections would encourage a greater participation by invitees particularly Members. The system as a whole would benefit from the use of new technology for recording and monitoring issues and analysing outcomes. These points are reflected in our recommendations.

4.2 Summary of Recommendations

4.2.1 There are 11 recommendations detailed in Section 3 of the report and these are summarised below.

1. Housing Services to include Parish/Town Councils, including Kelvedon Parish Council, in the list of core invitees;
2. Housing Services to include an officer from the Housing Maintenance Section and an officer from Street Scene Services (Environmental Services) on the list of core invitees so that those officers can see at first hand any particular items raised that need attention with a view to ensuring action is taken as soon as practicable on identified items;
3. Members of the Council should be provided in January each year with a **draft list** of proposed formal Estate Inspection dates for the whole of the civic year (12 months beginning 1st April) and given a week following receipt of the draft to contact Housing Services to seek amendments to any dates that may clash with any programmed civic/private dairy engagements;
4. For each inspection area, the list should include one early evening inspection during the summer months, and one weekend inspection during the winter months. (We appreciate that this recommendation involves a change in current work practices with associated budgetary and health and safety implications, that the Cabinet will need to consider);
5. All invitees should have maximum advance notice of inspections, and the list of inspections once finalised should be given as much publicity as possible e.g. through the quarterly newsletter to tenants; the network of notice boards on the estates; the monthly Members Focus publication; the Council's web site; the Council Page in the Local Press;
6. Each Parish/Town Council to be invited, if they so wish, to nominate a designated Parish Councillor/Officer to act as a liaison contact for the purposes of Estate Inspections;
7. All "invitees" should be given an interim report on progress in actioning items identified during the course of Estate Inspections, such updates to be given mid-way between the date of the last inspection and the date of the next;
8. Any major problems in actioning any particular categories of item, e.g. if certain planned maintenance items cannot be dealt with due to lack of funding of the programme, should be reported to the relevant Cabinet Member and a report made to Cabinet if necessary;

9. The Council should ensure that the provision of small budgets for Area Estate Managers to achieve 1% improvements on estates should continue;

10. Housing Services to investigate the use of new technology for logging and monitoring items identified at Estate Inspections, and analysing performance. In particular, the use of a standardised computer spread sheet (similar in format to the one produced by Maureen Lodge in her evidence) indicating:

- the nature of the problem;
- the person or organisation to whom the problem has been reported for action;
- the date the problem was effectively remedied;

would be a very useful first step.

The same standardised spreadsheet should be used for circulating to members and other invitees following the inspection and for keeping invitees posted on progress in actioning items.

We would like a further report in 12 months time to review what progress has been made in updating the system electronically;

11. The results of Estate Inspections should be published in the tenants newsletters and other appropriate media.

The Scrutiny Panel

Cllr. J. E. B. Gyford, Chair

Cllr. Mrs. J. C. Beavis

Cllr. B. T. Broyd

Cllr. Mrs. H. W. Catley

Cllr. J. C. Collar

Cllr. A. V. E. Everard

Cllr. T. J. W. Foster

Cllr. D. Mann, Vice Chair

Cllr. B. J. Gaught

Cllr. D. E. A. Rice

Cllr. Mrs. G. A. Spray

Cllr. Ms. L. R. Watson

5. **APPENDICES**

Appendix A – List of the Councillors, Officers, and external organisations who made submissions, and details of those submissions.

Appendix B – Spread Sheet Analyses – one each for an Inspection Area in Braintree, Halstead and Witham – highlighting the inspections undertaken over the past year, what action points were agreed, the action taken and the outcomes.

APPENDIX A

List of the Councillors, Officers, and external organisations who made submissions, and copies of those submissions.

Ref. No.	
	<u>Councillors</u>
1.	Cllr. J. Abbott
2.	Cllr. R. Walters, Cabinet Member, Environment and Highways
3.	Cllr. S. Walsh, Cabinet Member, Housing
4.	Cllr. M. Lager, Cabinet Member, Resources
5.	Cllr. W. Schmitt, Cabinet Member, Public Protection
	<u>Officers</u>
6.	Mr. D. Woods, Area Estates Manager, Witham Area Office
7.	Mr. M. Jones, Area Estates Manager, Witham Area Office
8.	Mr. M. Hawes, Area Estates Manager, Braintree Area Office
9.	Mrs. L. Lucas, Area Estate Manager, Halstead Area Office
	<u>External Organisations</u>
10.	Mrs. J. Hinds, Clerk to Kelvedon Parish Council
11.	Mr. G. Butler, Crime Reduction Officer, Braintree Police Station
12.	Ms. C. Woodhouse, Tenants and Residents Area Representative, 7 Lime Close, Witham
13.	Mrs. S. Fuller, Bocking South Tenants and Residents Association, 50 John English Avenue, Braintree
14.	Mrs. V. Aherne, Chairman, Templars Community Association, 15 Court 14, Campbell Road, Witham.
15.	Mr. B. Hill, Clerk to Bradwell Parish Council

APPENDIX B (NOT ATTACHED)

Spread Sheet Analyses – one each for an Inspection Area in Braintree, Halstead and Witham – highlighting the inspections undertaken over the past year, what action points were agreed, the action taken and the outcomes.