

NOTTINGHAM CITY HOMES

REPORT OF DIRECTOR OF HOUSING OPERATIONS

THE BOARD
20 NOVEMBER 2008

EXECUTIVE SUMMARY OF THE REVIEW OF THE CARETAKING SERVICE

1 SUMMARY

- 1.1 To inform the Board about the Estates and Caretaker Services review which sets out the vision and key objectives of the service delivered by the Estates and Caretaker Services Team for Nottingham City Homes.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Board note the report and agree the options at section 4.

3 CARETAKING SERVICE

- 3.1 The vision for the Caretaking Service is for the delivery of a seamless, co-ordinated and efficient service which demonstrates excellent value for money and meets the needs of our tenants and leaseholders.

- 3.2 In November 2007, as part of the Foundation Plan, the post of Estates and Caretaker Services Manager was established to provide a co-ordinated management approach to a newly centralised Caretaking Team. Part of the remit of the new manager was to undertake a review of the Caretaking Service to ensure it was fit for purpose; was meeting the needs of tenants and leaseholders and was delivering an efficient value for money service.

- 3.3 The current establishment of the service is as follows:

Estates and Caretaker Services Manager	
Monitoring Officers	2
Block Caretakers	30
Mobile Caretakers	18
Clerical Support	1

The 30 Block Caretakers provide a service to 21 High Rise blocks and 31 Low Rise Blocks covering 3314 properties across the City. 4 of the Mobile Caretakers provide a weekly service to a further 2370 properties. The remaining Mobile Caretakers provide a generic Caretaking Service to all tenants and leaseholders across the City.

- 3.4 Service provided through SLA with City

NCC currently provides a weekly cleaning service to 12 low rise sites across the City and a daily service to 17 sheltered sites. The budget

provision for these SLA s 2008/09 is:

Building cleaning £ 75049

Sheltered cleaning £111554

Extensive and favourable negotiations are underway with the City to discuss the options for the future delivery of this service. The favoured option is to integrate this work within the current service. This will provide a consistent service that meets the service standards whilst increasing customer satisfaction and delivering value for money and economies of scale.

4 Summary of The Review

4.1 The review sets out how the Service can be developed through:

- Establishing an improved organisational structure and working practices for the Estates and Caretaker Services team
- Reinforcing the rigorous performance management framework
- Ensuring employees are fully trained and equipped to undertake their duties
- Empowering employees to become involved and shape the future of the service
- Reviewing the service standard for Estates and Caretaking service
- Introducing changes to the service identified from the results of Vision Management Surveys.
- Monitoring of employee absence and adherence to policies and procedures

4.2 Tenants and leaseholders will become involved in shaping the future of the Service by

- Working with TRA's on service standards
- Establishing a team of tenant inspectors to monitor and report on the standards within blocks
- Providing feedback and updates through publications for example, the Tenants newsletter
- Reviewing and further developing the web site information to include Estate and Caretaker services
- Attending Area Panels and other forums to increase customer awareness and discuss improvements for the service.
- Consulting tenants and leaseholders on enhanced service standards

4.3 Service delivery will be improved by

- Working with partners to deliver at least a two star rating to all estates and blocks and to further improve this rating over the next year to three stars
- Introduction of a Caretaking Service to estates across the City that do not currently receive any caretaking provision
- Reviewing the Service Level Agreement for services provided by

The City.

- Introduction of a quality assurance manual for both Caretaking standards and Estate standards

4.4 Employees will be developed and trained to provide a three star service by

- Developing key competencies for all Caretakers
- Ensure that 1-2-1's and Performance Assessment Reviews for all employees are carried out to timetable
- Training all Caretakers to the British Institute of Cleaning Science Cleaning Standard (BICS)
- Regular team meetings to review the effectiveness of current approaches in service delivery to promote innovation and deliver value for money
- Rewarding good employee performance with award schemes and letters of recognition for achievement
Active promotion and encouragement of employee service improvement suggestions – 'You said we did' approach.

4.5 Financial controls will be improved by

- Enhancing clear management, procurement and accounting processes for equipment and supplies
- Reviewing the arrangements for weekend working.
- Embedding a Value for Money culture across the Service
- Direct Unit costs will be reduced through implementing the recommendations within the review.
- Market testing assessment to ensure the service is delivering the required quality, price and customer satisfaction.
- Review the Service Level Agreement to ensure the service delivered is providing a value for money service that meets the needs of our tenants and leaseholders.

5. FINANCIAL & RISK IMPLICATIONS

5.1 Work is being carried out with the City to review service charges, ensuring that appropriate costs of services are recovered through rental and leaseholder charges.

6. IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES

6.1 Our objective is to achieve excellent customer satisfaction whilst ensuring the Service represents value for money. Customer consultation is integral to that objective.

7. VALUE FOR MONEY & EFFICIENCY ISSUES

7.1 The revised budget cost of providing the Caretaking Service is £1,523,920 against an original budget of £1,739,524 a saving of £215,604

7.2 The Service has been expanded to cover more properties within existing

resources. Additional services, including the provision of deep cleaning work, have increased outputs for proportionally less inputs thereby increasing the service efficiency. These increased inputs are the year one costs for the equipment required, so year two efficiencies will be greater.

8. EQUALITY & DIVERSITY IMPLICATIONS

- 8.1 The Caretaking Team has a diverse mix of staff including:
9 Employees from BME backgrounds
4 Female Caretakers
1 Female Monitoring Officer
1 Employee registered disabled
- 8.2 Caretakers do have an awareness of the diverse needs of the tenants and leaseholders and do provide assistance and support to meet their needs.

9. BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

- 9.1 Estates and Caretaker Services Review Document September 2008 which is attached for information.

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