



RESIDENT SCRUTINY FORUM REVIEW REPORT(RSF)

The Caretaking
Services :
December 2013 - April
2014

*By the Resident Scrutiny Forum
Members*

CONTENTS:

INTRODUCTION.....PAGE 3
METHODOLOGY.....PAGE 4 - 5
FINDINGS.....PAGE 6 - 7
RECOMMENDATIONS.....PAGE 8 - 9
CONCLUSION.....PAGE 10

APPENDICES:

1. A Table showing Addresses of those who indicated dissatisfaction in the SEH Estate Service Satisfaction survey July 2013
2. RSF Staff interview report
3. Resident telephone interviews
4. RSF estate walkabout report
5. Caretaking Job shadowing report
6. Mystery shopping action plan
7. Scoping Document

Introduction:

The Resident Scrutiny Forum (RSF) would like to thank all staff and residents of South Essex Homes (SEH) who have assisted them in the review of the Caretaking Service. This review commenced in December 2013.

The Caretaking Service was scrutinised and a thorough examination took place of SEH KPI's, Resident satisfaction surveys, complaints data and minutes from Caretaking Focus Group meetings.

Although the Key Service Standards (KSS), KSS12, KSS13, and KSS16 for Estate Services of the last Quarter of 2013 and 1st Quarter 2014 showed that targets were achieved, the RSF were concerned as the level of complaints for Estate Services remained high. The Satisfaction survey for Estate Services completed by SEH in July 2013 on 208 residents showed that 18.2% of residents were either 'not satisfied at all' or that they were 'neither satisfied nor dissatisfied' (see Appendix 1)

RSF decided to carry out several activities as laid down in methodology to confirm whether SEH continues to 'ensure a robust and consistent approach to managing the councils estates and communal areas (neighbourhoods), so as to well maintain the neighbourhoods attractive, safe, and secure places to live in', as stated in its' Neighbourhood Policy and Neighbourhood Procedure (2012 -2015).

Methodology:

1. Introductory Meeting with caretaking Staff and Estate Service Manager

- This meeting allowed RSF to understand and get an insight into SEH caretaking services.

2. Reading and analysis of SEH documents, reports and publications.

- RSF read and examined the information provided to them regarding the caretaking services, this included:
- Quarterly performance packs for the 1st and 2nd Quarters of 2013
- Logged caretaking complaints and actions taken
- Satisfaction survey results. The RSF used the July 2013 satisfaction survey to analyse level of dissatisfaction and also identify estate area which required more attention during the review (See Appendix 1)
- The Neighbourhood Policy and Neighbourhood Procedure 2012- 2015. These documents show what SEH promises residents.
- Caretaking Focus Group minutes

3. Staff interviews

- These were arranged to assess staff views about caretaking, issues and solutions (see Appendix 2)

4. Telephone interviews to residents

- Telephone contact to those who had raised caretaking complaints was completed to get more information and a clear picture of issues as well as resident recommendations (see Appendix 3)

5. Estate Walkabouts and Inspection

- Members participated in these and focused on areas which showed dissatisfaction in the July 2013 estate satisfaction Survey (see Appendix 4)

6. Job Shadowing

- RSF contacted the Estate Services Manager who arranged job shadowing with some of the static caretaking staff in two of the tower blocks (Chiltern and Malvern) to get a clear picture of what the job entails (see Appendix 5)

7. Mystery shopping

- Mystery shoppers were sent letters requesting their assistance together with forms to complete tasks on the caretaking services. (see Appendix 6). However, some of the mystery shoppers declined this request while others filled in inadequate information.

8. Understanding Caretaking KPIs

- The RSF Chair (Diane Nicholls) requested a meeting with the Estate Services Manager and the Performance Management Coordinator to seek and understanding of how data is collected. However, the Performance Management coordinator failed to communicate with the RSF,
- The RSF decided to put this meeting off until a later date.
- DN to arrange a follow up meeting with both officers.

FINDINGS:

1. Value for Money (VFM)

- SEH owns the vehicle for bulk refuse disposal.
- In house out of hours caretaking services provided

2. Good Practice Identified:

- Caretaking staff receive training required to carry out job effectively
- Caretakers feel that they get full support from their managers
- Caretaking staff use protective equipment and uniform supplied by SEH at all times
- Some Caretakers go the 'extra mile' and recognise vulnerable people who need help and are ready to assist them as much as they can.
- Caretaking schedules and no smoking signs were displayed in many of the areas inspected even though residents continue to remove them from some blocks
- Installation of CCTV cameras in tower blocks recognized by caretakers as a deterrent/reduction in anti-social behavior and consequently an improvement in the caretaking service
- Good communication between Estate Service, Tenancy Service and Contact Centre teams. When complaints are reported on lagan by contact center, they are passed on to the relevant team. This was confirmed by staff as well as mystery shoppers (appendix 3 and 6)

3. Some Inconsistency in service provision. For example, some communal areas are not maintained as well as others.

Temple and Sutton:

- there was rubbish around the garage area that seemed to have been there for weeks
- several of the drying rooms had rubbish and rubble which seemed to have been left behind by contractors
- Pigeon mess on the open areas of the drying rooms and also on some windows of the block

Blyth Avenue:

- Bulk waste behind flats, though this was reported on inspection, rubbish was still in place after two weeks (checked and confirmed by scrutiny panel)

Cluny Court

- There were no signs to alert residents and visitors that floors get wet and slippery when it rains. RSF learnt that a resident was injured as a result of this.

4. Mobile caretakers sometimes have to pick up clinical waste scattered in car parks and gardens in some areas. RSF learnt that some Health Care workers who visit residents are responsible for this
5. Estate walkabouts
 - Not well attended by residents
 - Up to date feedback reports not displayed on website
 - Grading after inspection not clear and enough and can be subjective
6. Lifts
 - There is an issue with cleaning the inside of the lift door in many blocks
7. Residents continue to
 - Dump bulk items in communal areas and leave black bin bags outside rubbish chutes.
 - Put food items in the pink recycling bags
 - Throw rubbish out of windows
8. Cleaning Schedules and smoking signs are sometimes removed from display and not replaced by caretakers
9. Increase in ASB over the weekend and out of hours can affect the caretaking service

Recommendations:

Issue	Recommendation	South Essex Homes Response/Action	Timescale/Deadline	Responsible
Caretakers unable to clean inside of lift doors	RSF understand that there is a programme to install new lifts in tower blocks. SEH to discuss alternative ways to allow caretakers to clean the inside of lift doors in the interim period	Doors can be cleaned while the lift is running, staff has been advised. However the current programme of lift renewals will address this issue.	Staff have been advised, in operation already	Estate Services Manager
Non responsive mystery shoppers	RSF are very disappointed with the mystery shoppers and feel that Mystery Shopping needs reviewing to assess objectives and VFM – Customer Care Focus Group to discuss	Action by Customer Care Focus Group	TBA	Customer Care Focus Group
Avoidable contact	RSF to discuss with OMT	Traci Dixon has advised that the Contact Centre do not record avoidable contact anymore. This was actually investigated in 2013 hence the decision not to continue to record.	N/A	
Dumped rubbish	Improve on the communication between Tenancy Services, Estate Services and Anti-Social Behaviour Team to be able to enforce conditions of tenancy	A new structure within SEH have already been approved to deal with this issue	June 2014	Group Managers' Housing Services
Estate walkabouts	Encourage Resident Associations and Block / Street Voices to attend Estate Walkabouts – review statements of aims/constitutions Review of estate walkabout forms and scoring method – adequate number of copies to be supplied annually	Currently advertised, however Fed magazine and other media possibilities are to be used.	N/A	

	<p>Estate Services Manager to ensure that website is updated following all estate walkabouts within 10 days</p> <p>Robust method to be developed to ensure that residents are supplied with an update following all estate walkabouts in adequate time</p>	<p>These were reviewed following an audit inspection in 2013 and the focus group agreed a new scoring method based on this report. This will be referred back to the focus group for further consideration.</p> <p>Issues were experienced due to new administration staff however they have now been trained and the recommendation has been implemented</p> <p>Put on notice boards within blocks, given to block voices / resident reps within agreed timescale of 5 working days.</p>	<p>August 2014</p> <p>N/A</p> <p>N/A</p>	<p>Estate Services Manager</p>
Appraisal of caretaking staff	SEH should complete annual staff appraisals for all caretakers. RSF believe that staff appraisals are a key to improvement in service delivery as gaps and issues can be raised and solved during the process.	These are already undertaken annually, however the appraisal process will be explained to staff during team meetings and one to ones so they are aware of the process	June 2014	Estate Services Manager
Contractors – removal of rubbish	Paul Longman to remind contractors of responsibility. Staff to report issues to PL. Mystery Shoppers to check for improvement	This is done on a regular basis already, however all contractors will be reminded	Ongoing	Group Manager Property Services

Clinical waste	South Essex Homes to improve partnership with health care organisations	Clinical waste is a very rare occurrence; staff do have sharps boxes available. However, Housing will contact local care providers regarding the provision on disposal facilities for occupants with care packages	May 2014	Group Managers' Housing Services
Caretakers – use of hot water for cleaning	South Essex Homes to test effectiveness of products with cold and hot water	Products are checked when first purchased also feedback from staff is used. While current products can be used with hot or cold water, additional water and electricity points are also being installed to assist cleaning.	March 2015	Estate Services Manager and Group Manager Property Services
Caretakers	All staff should be provided with hand sanitizer	All staff have always been provided with sanitizer, however this will be given out on a regular basis to ensure that it is always available	May 2014	Estate Services Manager
New tenants	South Essex Homes to remind new tenants at sign up stage of responsibility for rubbish and removal of bulk items	Agreed – (Housing)	1 st May 2014	Group Managers' Housing Services

Signage	Communal areas affected by wet weather – permanent sign to be place advising residents of hazard	<p>As an additional precaution signs are to be fitted.</p> <p>It was noted that this issue had been checked out by SEH Health and Safety representative and there was no evidence to suggest the non-slip surface is affected when wet.</p>	June 2014	Estate Services Manager and Regulation Compliance Officer
Mobile cleaning trolley	Where viable Caretakers to be supplied with a mobile trolley to assist them in their duties	Agreed - Should particular staff feel these would assist them in performing their duties then they will be purchased	1 st May 2014	Estate Services Manager

Conclusion

Although performance data confirms that the Caretaking Service is achieving its targets the number of recorded complaints and issues raised by residents did not reflect this. Based on this information the RSF undertook the review to assess the conflict in information.

This scrutiny shows that residents' perception of the service does not always match the standard achieved and it would be beneficial to improve communication between South Essex Homes and residents to highlight the caretaking service and its aims, objectives, performance information and improvements to the service.

Following this review the RSF were planning on scrutinising the Grounds Maintenance Service. However, due to the forthcoming South Essex Homes restructure we realise that this may not be productive. We would welcome an opportunity to meet with the Operational Managers Team to discuss and effectively plan forthcoming reviews once the restructure has been complete

Appendix 1



Resident Scrutiny Forum – Caretaking Service –Estate services satisfaction survey

Table showing the 38 responses out of 208 who expressed dissatisfaction with the caretaking service - Survey completed SEH in July 2013

FULL ADDRESS	'How Satisfied or Dissatisfied are you with the overall estate service provided by South Essex Homes?'
Anson Chase, Shoeburyness, Essex, SS3 9RG	Dissatisfied
Alton Gardens, Southend-On-Sea, Essex, SS2 6QU	Neither Satisfied nor Dissatisfied
Longbow, Sherwood Way, Southend-On-Sea, Essex, SS2 4ST	Neither Satisfied nor Dissatisfied
Longbow, Sherwood Way, Southend-On-Sea, Essex, SS2 4ST	Dissatisfied
Longbow, Sherwood Way, Southend-On-Sea, Essex, SS2 4ST	Neither Satisfied nor Dissatisfied
Longbow, Sherwood Way, Southend-On-Sea, Essex, SS2 4ST	Dissatisfied
Longbow, Sherwood Way, Southend-On-Sea, Essex, SS2 4ST	Dissatisfied
Bruton Avenue, Westcliff-On-Sea, Essex, SS0 0HW	Dissatisfied
Cecil Court, Jones Close, Southend-On-Sea, Essex, SS2 6PG	Neither Satisfied nor Dissatisfied
Hardwick Court, Burr Hill Chase, Southend-On-Sea, Essex, SS2 6RA	Dissatisfied
Hunters Lodge, Blenheim Chase, Leigh-On-Sea, Essex, SS9 3HG	Neither Satisfied nor Dissatisfied
Blyth Avenue, Shoeburyness, Essex, SS3 9NL	Very Dissatisfied
Cheddar Avenue, Westcliff-On-Sea, Essex, SS0 0HJ	Dissatisfied
Caulfield Road, Shoeburyness, Essex, SS3 9LX	Neither Satisfied nor Dissatisfied
Claremont Court, Claremont Road, Westcliff-On-Sea, Essex, SS0 7DY	Dissatisfied
Pennine, Coleman Street, Southend-On-Sea, Essex, SS2 5AQ	Very Dissatisfied
Delaware Road, Shoeburyness, Essex, SS3 9NW	Neither Satisfied nor Dissatisfied
Delaware Road, Shoeburyness, Essex, SS3 9NN	Dissatisfied
Delaware Road, Shoeburyness, Essex, SS3 9NT	Dissatisfied
East Street, Southend-On-Sea, Essex, SS2 5EA	Neither Satisfied nor Dissatisfied
Saxon Gardens, Shoeburyness, Essex, SS3 9PU	Dissatisfied
Saxon Gardens, Shoeburyness, Essex, SS3 9PU	Neither Satisfied nor Dissatisfied
Saxon Gardens, Shoeburyness, Essex, SS3 9PX	Dissatisfied
Beaver Tower, Mansell Close, Leigh-On-Sea, Essex, SS9 5YA	Neither Satisfied nor Dissatisfied
Beaver Tower, Mansell Close, Leigh-On-Sea, Essex, SS9 5YA	Neither Satisfied nor Dissatisfied
Beaver Tower, Mansell Close, Leigh-On-Sea, Essex, SS9 5YB	Neither Satisfied nor Dissatisfied

Purley Way, Westcliff-On-Sea, Essex, SS0 0JY	Neither Satisfied nor Dissatisfied
Sutton Court, Pantile Avenue, Southend-On-Sea, Essex, SS2 4BH	Dissatisfied
Temple Court, Pantile Avenue, Southend-On-Sea, Essex, SS2 4BG	Dissatisfied
Temple Court, Pantile Avenue, Southend-On-Sea, Essex, SS2 4BQ	Dissatisfied
Southchurch Rectory Chase, Southend-On-Sea, Essex, SS2 4XB	Neither Satisfied nor Dissatisfied
Brecon, Salisbury Avenue, Westcliff on sea, SS0 7BE	
Barringtons, 10 Sutton Road, Southend-On-Sea, Essex, SS2 5NA	Dissatisfied
Treecot Drive, Leigh-On-Sea, Essex, SS9 4AG	Neither Satisfied nor Dissatisfied
St Marys Court, Victoria Avenue, Southend-On-Sea, Essex, SS2 6NF	Neither Satisfied nor Dissatisfied
St Marys Court, Victoria Avenue, Southend-On-Sea, Essex, SS2 6NF	Neither Satisfied nor Dissatisfied
Bewley Court, Whittingham Avenue, Southend-On-Sea, Essex, SS2 4RG	Dissatisfied
Bewley Court, Whittingham Avenue, Southend-On-Sea, Essex, SS2 4RQ	Dissatisfied

Table showing the Above Responses

Responses	Number of Responses
Neither satisfied nor dissatisfied	18
Dissatisfied	18
Very Dissatisfied	02
Total	38

Neither satisfied nor dissatisfied as a %
8.6%

Dissatisfied/Very dissatisfied as a %
9.6%



Residents Scrutiny Forum – Staff Interviews held on the 21st January 2014

1.	Do you feel that you have the support of your managers and team leaders and do you feel that there is good communication between staff and residents?	<p>All four that were interviewed agreed that they had the full support of all their managers and team leaders and felt they could go to them with any problems.</p> <p>It was felt that there were good communications between residents and staff although a few residents were very hard to please.</p> <p>One caretaker felt that it was better now than it had ever been.</p> <p>All expressed a view that they felt left out of the organisation, as they had no idea on what was happening with all the residents or what they did.</p> <p>Their meetings just concentrated on the service they give apart from the briefings given by the Executive.</p>
2.	Do you get regular appraisals to identify training issues and do you feel that residents expect too much from you?	<p>We got mixed answers to this question as only one said they had regular appraisals.</p> <p>One cleaner was unsure who gave the appraisals as it used to be the Sheltered Housing Officer but has not had one for about eighteen months.</p> <p>Mobile caretakers did not receive appraisals.</p> <p>All said that they were offered regular training and it was excellent and both team leaders were very good in demonstrating and explaining new products.</p> <p>Again all of the caretakers felt that it was only a few that expected too much from them.</p> <p>“A few do complain but a lot is outside our remit.”</p>
3.	Do you feel that you deliver a good service?	<p>As expected this was a resounding yes but it also opened up some of the problems they experience during their course of work.</p> <p>One was ASB not only in tower blocks but part one sheltered housing and general purpose blocks where a good part of their time is spent clearing this up and left little time to complete regular tasks.</p> <p>All wanted to achieve an excellent service.</p> <p>There are silly complaints where damage is reported but when attended there is no damage and time is spent looking for it.</p>
4.	Have you any ideas on how to improve the service?	<p>All felt that the service has got better over the years but there could still be room for improvement.</p> <p>Mobile caretakers would like hot water as cold water does not get rid of all the stains and they have to use a scrubbing brush which is time consuming especially on stairs that have edging strips and non-slip flooring as they tear the mops to bits.</p> <p>All agreed that allowing pets has increased their work load as they now have to clean cat and dog mess also cat litter is often split.</p>

5.	Have you ever thought of a way to make your job easier and save money?	The products that are now supplied are not as good as the dearer ones and it might be an idea to purchase the dearer ones so as not use so much and it would make the job easier and save money in the long term. One said that the new products and equipment were good and helped to do the job effectively The tower block cleaners used to have keys to stop the lift being used so they could clean them and also let residents know that the lift was being cleaned. They no longer are able to this. Money has been saved by introducing in-house out of hours caretaking as the contractors used were not very good and it also works out cheaper. There is a very low turnover of staff which is good, as an agency does not have to be relied on.
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Suggestions from Staff	Solutions
Hot water for mobiles for when they have difficult areas to clean.	Hot water installed in tower blocks
Washing facilities and changing when having to clean up bodily fluids which sometimes get on their clothing which they have to take into their homes.	There appeared to be no solution to this suggestion
Lift immobilisers to enable lifts to be cleaned thoroughly and also in emergencies if a resident needs to go to hospital urgently.	Contacted the manager who replied that some lifts do have keys but some of the older lifts do not have this facility.
To be able to feel part of the organisation and know what is happening.	The manager should insure that all staff has a copy of Stars even if it is only available by photocopies.
Contractors to clean up at the end of the day.	The group manager should inform all contractors that rubbish must be cleared from site and the area swept at the end of the day
Residents to be made aware of the Pet Policy.	With the restructure tenancy services officers should familiarise themselves with the Pet Policy so it can be enforced

Appendix 3



Resident Scrutiny Forum – Caretaking Service – Resident Telephone Interviews

1	Resident A	<p>Mr & Mrs A live in a tower block. They have had issues with the standard of caretaking in this block, Mrs A states that she used to be a cleaner and knows what standards there should be. She says she has had to have words with the caretaker on more than one occasion. She states the caretaker uses the mop on one floor, with the bucket on the previous floor. The skirting boards were never cleaned properly. She states now that the service has improved. The other point she would like to make is that someone from the flats/visitor(s) keeps spitting on the control panel and this happens on a regular basis.</p> <p>DN have spoken to Tony Holliday about this and can confirm that the caretaker has also pointed this out, I(initials) have asked Mr & Mrs A to keep a note on what days and, if possible, the time this happens or when they notice it, so action can be taken.</p>
2	Resident B	<p>Mr B, called the Contact Centre to complain that whenever the caretaker on the estate was away no-one covered his work, and as he pays his services charge weekly, he should still expect the work to be done. He also said he had phoned the Contact Centre about some small trees that needed lopping back, Two workmen turned up and looked at the trees but left before doing anything, DN did state that she had recently had a tree lopped and had to wait until the tree fellers were booked to do it.</p>

3	Resident C	<p>Mr C lives in a tower block and complained that the standard of cleaning was very poor, and at weekend it is almost none existent. There have been occasions when he has had to bleach the lift because of the foul smelling dog urine and excrement.</p> <p>There is a problem with ASB in this block and often the caretakers have had to deal with this rather than their normal duties. The Estate Services Manager has been asked to call in and inspect these areas even on Sundays.</p>
4	Resident D	<p>Miss D Called in to complain that the communal stairways are not cleaned enough and someone had urinated on stairs, causing Miss D to slip and hurt herself. The block only has its communal stairwell cleaned once a week. After a letter was sent to Tony Holliday the urine was cleaned up and if any instances happen again Miss D is to call the team who will come and clean up the area immediately.</p> <p>Dealing with the ASB is a common problem within the tower blocks</p> <p>This seems to be more of a problem, when the caretakers are covering for each other. Residents of the tower blocks need to call in any instances of ASB as soon as possible so that the Anti-Social Behaviour Team can be called in to deal with the situation as quickly as possible.</p> <p>Tony Holliday states that covering holidays, sickness, etc can be a problem but most of the time the system works well. He also would also like to point out that if any serious incidents occur then the caretaking teams quickly all pull together to deal with the issue</p>



Scoping Document

Estate Services: Caretaking Service

Introduction

This scrutiny we will be looking at the Caretaking Service.

KPI's indicate that the service is working very well in some areas but failing in others. The message seems to be inconsistent with customers' experience.

For instance, in the year end performance review of Quarter 4, 2012/13, resident satisfaction with caretaking was mentioned not to have changed nor improved, yet KP10, KSS15 and KSS16 indicated that there was an overall increase in satisfaction.

Furthermore, graffiti removal hit 100% and so, actual value was higher than target value.

However, when looking at the number of complaints, it is the Estate Services with the second highest number of complaints (11 recorded complaints) regarding the standard of service.

Year end performance review as at March 2013		
KSS12 Bulk refuse removed on time	Value 98.3% Target 95%	Target achieved
KSS13 Graffiti removed on time	Value 100% Target 95%	Target achieved
KSS16 Estate inspections satisfactory	Value 99% Target 90%	Target achieved
Q2 2014		
KSS12 Bulk refuse removed on time	Value 99.2% Target 95%	Target achieved
KSS13 Graffiti removed on time	Value 100% Target 95%	Target achieved
KSS16 Estate inspections satisfactory	Information not supplied	
Q3 – will not be available until after 03/02/14		
Q4 – will not be available until after 05/14		

Performance targets have been achieved but complaints are the second highest in 2013, as of 01/14 complaints remained at the same level. What are the reasons for the variations in targets, satisfaction and complaints? We are taking on this scrutiny review in the hope of finding the causes and give suggestions for service improvement. We will also look at the service standards and make sure they can easily be read and understood.

By scrutinising this service we hope to identify loop holes and hence suggest recommendations to improve the service that already is provided making sure that it is good VFM.

Scope of Review:

We will be considering the following questions:

- What impact will the report have on the SEH stakeholders?
- Is SEH keeping its promises to residents as laid down in the Caretaking Service Standards and service leaflet?
- Do the actual services on the ground match up with the KPI's?
- What are the residents' expectations? Are they met at all? If not what are the barriers and how does it affect the service?
- Is there enough information and awareness of caretakers and residents responsibilities and limits?
- Any antisocial behaviour hotspots such as rubbish dumping and graffiti, and suggestions to deal with problem, for example:
 - Are the residents informed as to how to dispose of their rubbish /bulk refuse?
- Are the residents aware of the consequences for dumping rubbish?
- Is there particular areas that attract more problems with rubbish dumping than others, is there any way we can try any different incentives to reduce this?
- Communication between, residents, caretakers, management teams, in regards to rubbish disposal
- How does this affect the Caretaking Service?
- Does the Estate Service Manager and caretaking team take on board the complaints and compliments seriously and act on suggestions from the Estate Services Focus Group?
- Do the caretakers receive training and support from SEH so as to carry out job effectively?
- Are the services delivered efficiently or is there any room for things to be done differently?
- Any suggestions for Value for Money?
- Best practise approval, suggestions and recommendations?
- Is the caretaking service of a consistent standard across the Borough?
- Are the satisfaction levels the same for residents regardless of where they live? if not, why?

Potential Sources of Information:

- Policies:
 - Conditions of Tenancy
 - Neighbourhood Policy and Procedure
 - Estate Services Focus Group minutes
 - Complaints and Compliments data
 - Key Performance Indicators
 - End of year performance review 2013
- Mystery shoppers reports on the Caretaking Service
- Interview reports from staff and residents
- Estate inspection reports
- Information displayed in properties, or on SEH website relating to the Caretaking Service
- Anti social behaviour reports in regard to the caretaking service

- Tenancy service team reports
- Satisfaction survey data

Methods the RSF will use/Project Plan:

The following proposed investigation methods will be undertaken by the Residents Scrutiny Forum

1. Job Shadowing and Observation

The Scrutiny Forum will 'shadow' selected members of staff thereby gaining a valuable insight into the operational mechanism of the service provisions and gain from the experience of those individuals contributing to its continuing function. The RSF are mindful of Data Protection issues and acknowledge that they will be unable to use information that identifies any individuals.

2. Staff Interviews and/or Surveys

The Forum collectively understands and appreciates the relevant professional experiences of individual staff members who may provide an invaluable insight for the RSF. This approach may enable the RSF to shorten the process of lengthy enquiries considerably.

3. Independent Investigation including Benchmarking

The RSF will endeavour to take an objective view without undue outside influence but recognise that it is important to work in partnership with SEH. It will also, where possible, consider the value of benchmarking information on the Caretaking Service to see what can be learned from good practice elsewhere.

4. Resident and Focus Group Interviews and Meetings

It is important to gain a wide understanding of residents' experience so the RSF will get feedback from residents who have raised concerns regarding the Caretaking Service. This would also provide a valuable insight into resident / SEH relations plus any other grass root issues of concern.

5. Estate Inspection and Walkabouts

We will be meeting with SEH staff and residents who participate in estate walkabouts to get feedback on any issues found and which need attention.

Expected Outcomes

This review aims to identify where some of the works are not being delivered or meeting expectations.

We would like to see a more uniformed approach with all staff being trained in all areas; therefore staff will be able to cover other areas efficiently.

The present 'hit and miss' approach in some areas is not good for both staff and residents. By establishing an efficient approach caretakers will know what is expected of them and residents get a better service.

What are We Aiming to Achieve.

We are aiming to establish a good work ethic throughout the caretaking team and timescales for works adhered to.

VFM/ Efficiency.

Every service has a potential cost saving. The cost savings for the caretaking team could be a good effect and efficient service at all times.

Better Customer Experience.

The RSF have collated evidence that the Caretaking Service was not available out of hours when requested by a resident, this resulted into the resident having to call the Contact Centre again, resulting in avoidable contact.

Scrutiny Timetable October 2013 – March 2014
Estate Services: Caretaking

Programme	Month	Responsibility
Initial Investigation work	October / December	All
Resident Interviews Visits to areas	30 th January January	Margaret – Diane Shirley
Staff Interviews	30 th January	Carol - Chris
Report - first draft	Mid March	Margaret - Chris
Mystery Shopping	30 th January	Shirley
Estate Walkabouts	End February	Margaret - Chris
Draft Report with recommendations to Tony Holliday and Paul Longman	End March via E-Mail	Diane
Final Report to OMT	April	Diane
Report feedback from OMT	May	Diane

Key Officers: Estate Services Manager and the Caretaking Team
The Resident Involvement Officers and Tenancy Service Officers

Names

Date drafted: January 2014

Date agreed

Signature RSF

Signature of Executive Management Team
