

APPENDIX I

1. This appendix aims to provide further information about the outcomes of the BHM's service review and the interim measures that BHM has put into place to improve the service whilst the Council considering the future delivery options.
2. **Joint inspections**
 - 2.1 During the service review, 15 sites across 6 estates were jointly inspected by the residents, the Council Officers and Contractor. The service assessment was carried out and rated in line with the HouseMark (HM) performance assessment criteria. HM is a benchmarking organisation and they have a sub-group for the estate cleaning services (28 housing organisations- LAs & RPs).
 - 2.2 In total, 354 cleaning functions were assessed across the 15 sites during the inspections. The assessment concluded that the contractor overall performance rate for the sites inspected was equal to 66% which placed the contractor's performance in lower quartile on the HM Leigh table.
 - 2.3 The inspection also aimed to identify service areas where the service was provided below the specified contract standards. Table 2.3 shows the areas where the service was assessed as either poor or very poor.

Table 2.3		Areas where urgent service improvement required			
Internal areas	External areas	Internal & external	Health & Safety	Programmed cleaning	
Windows	Windows	Reporting and following up communal repairs	Obstruction within and outside areas- bulk refuse and fly-tipping	Window cleaning	
Ledges and window sills	Fly-tipping and bulk refuse			Refuse bins and bins sheds	
Stair landing, entrance halls and lobbies	Signage			All balcony, landing and stair railing/banisters and skirting	
Hand/banister rails	Canopies			Floor surfaces	
Notice boards					

3. Feedback from the 'Resident Focus Group

- 3.1 BHM also organised a meeting with the key resident representatives on 13 June 2018 and sought feedback from them regarding the current major service delivery issues, service priorities and preferred service delivery options.

3.1 The engagement focused on current major service issues, resident service priorities and residents' preferred service delivery option/s. The outcome of engagement is summarised in Table 3.1.

Table 3.1 Feedback from the 'Resident Focus Group'	
Current major service issues	<ul style="list-style-type: none"> Inadequate number of bins in internal and external communal areas
	<ul style="list-style-type: none"> Refuse collection and bin rotations
	<ul style="list-style-type: none"> Removal of fly tip and bulk refuse
	<ul style="list-style-type: none"> Service standard are not clear, residents do not know what to expect from the contractor
	<ul style="list-style-type: none"> Lack of cooperation between the contractor-Wettons and Veolia
	<ul style="list-style-type: none"> No notice board and cleaning schedule
	<ul style="list-style-type: none"> Reporting channels for the cleaning issues are not clear- do not know who to contact
	<ul style="list-style-type: none"> Cleaners attendance and quality of work is not monitored
	<ul style="list-style-type: none"> Cleaners are not acting professionally - they do not take job seriously
	<ul style="list-style-type: none"> Litter picking- internal and external areas are badly littered especially during weekends and event days
	<ul style="list-style-type: none"> External areas are neglected
	<ul style="list-style-type: none"> High turnover of staff- no connection with the residents
	<ul style="list-style-type: none"> Unskilled workforce- quality of the service provided is very poor
	<ul style="list-style-type: none"> Poor deep cleaning service
	<ul style="list-style-type: none"> Too many cobwebs
<ul style="list-style-type: none"> Cleaners are not adhering to the cleaning schedules 	
Service priorities	<ul style="list-style-type: none"> Litter picking
	<ul style="list-style-type: none"> Additional cover for the weekends and event days
	<ul style="list-style-type: none"> Adherence to the cleaning schedule and programmed cleaning
	<ul style="list-style-type: none"> Staff monitoring- attendance- signing in and out, inspections after cleaning- before and after photos
	<ul style="list-style-type: none"> Reduction in staff turnover
	<ul style="list-style-type: none"> Communication- where to report issues
	<ul style="list-style-type: none"> Window cleaning
	<ul style="list-style-type: none"> More inspections by the neighbourhood champions
	<ul style="list-style-type: none"> Refuse collection and bin rotations
	<ul style="list-style-type: none"> Less management- increase the number of cleaners
	<ul style="list-style-type: none"> Deep cleaning
	<ul style="list-style-type: none"> Enforcement of tenancy term and conditions
	<ul style="list-style-type: none"> Staff training and improvement of cleaning standard
Preferred service delivery options	<ul style="list-style-type: none"> Retender the service and address the current issues re specification and service standard
	<ul style="list-style-type: none"> Improve contract management and continue with the current provider- better the devil you know!
	<ul style="list-style-type: none"> In house- Council will be in better position to establish good relations with the residents and take effective actions to remedy the current issues. It will also ensure continuity of the service and address the issue of accountability and ownership

- 3.2 Residents expressed their concerns about the contractor’s lack of compliance to deliver the service in line with the specified scope and standards. They also raised their concerns about the Contractor’s lack of engagement with the residents, as they were not sure whether the contractor was fully aware of their expectations and priorities.
- 3.3 There were stronger support for in-house service on the ground that the Council will be in better position to turn around the current poor service delivery and ensure the continuity of the service.

4. Analysis of the service requests and complaints

- 4.1 The summary of service requests and complaints about the service, which were either directly reported to the Client or Contractor during the last four months of the financial year 2017/18 were mainly related to the poor quality of cleaning standards regarding communal repairs, internal and external areas, bulk rubbish and fly-tip, bins and bin collections and non-compliance with the cleaning frequencies (Table 4.1)

Table 4.1 Service requests and complaints Dec 17-March 18			
	Complaints	Service requests	Total
STANDARD			
Standard of cleaning- internal areas	10	19	31
Standard of cleaning- external areas	8	19	28
Internal and external areas are not cleaned according to the agreed frequencies and dates	9	15	24
BULK RUBBISH/FLY-TIP			
Removal of bulk rubbish- internal areas		29	29
Removal of bulk rubbish- external area	1	17	18
Fly-tip		27	27
BINS			
Refuse bins areas	8	17	26
Blocked bin chutes	9	9	18
Refuse bins are not placed in the designated area.	1	7	8
Locking and unlocking bin chute room	3	1	4
Bins are not collected by Veolia		67	67
Cleanliness of recycling area		12	12
Broken bins		6	6
COMMUNAL REPAIRS			
Communal repairs- lights		60	60
Communal repairs-lifts		26	26
Communal repairs-fences and leaking		15	15
Communal repairs- blocked drain		13	13

5. Resident satisfaction

- 5.1 The customer satisfaction survey was carried out between 7- 31 May 2018 via SurveyMonkey. The survey was e-mailed to 12% of tenant and leaseholders (960) across the Council estates and approximately 17.8% of them (171) has responded to the survey (Table 5.1).

Table 5.1	Resident Satisfaction Survey - Estate Cleaning Service				
	Very satisfied	Fairly satisfied	Neither satisfied Nor dissatisfied	Dissatisfied	Very dissatisfied
Overall satisfaction	8.72%	30.81%	17.44%	23.84%	19.19%
External cleaning	12.87%	19.88%	15.79%	26.90%	24.56%
Internal cleaning	12.87%	28.07%	15.79%	22.22%	21.05%
Removal of fly- tips / bulk rubbish	10.53%	34.50%	12.28%	17.54%	25.15%
Cleanliness of refuse bin area	11.05%	28.49%	15.70%	22.67%	22.09%
Refuse bin collection	10.53%	43.86%	17.54%	15.20%	12.87%
Repairs to the communal areas	9.94%	35.09%	21.05%	16.37%	17.54%
The reliability of cleaner	15.20%	29.82%	22.81%	15.20%	16.96%
Prepare to pay more in return for higher level of service				Yes: 24.42%	No: 75.58%

5.2 The survey revealed that only 38.96% of residents were either very satisfied or fairly satisfied with the estate cleaning service. The survey also revealed that in addition to the internal and external communal cleaning, the residents' satisfaction level for the repairs to the communal area, refuse bin collection, cleanliness of refuse bin areas, and removal of fly-tips/bulk rubbish and reliability of operatives on the sites were very low.

6. New performance management framework

6.1 Following the service review, BHM developed a new performance management system in agreement with the Contractor. The new system was designed and specified with the aim to address the complications and ineffectiveness of the current performance management issues. As a result, the service has been monitored and managed under the new performance management framework from the beginning of July 2018.

6.2 Under the new framework, the contractor must electronically measure the performance of the service on a monthly basis in line with the new rating and reporting system. The monthly inspections must cover at least 50% of the estates and must use the following HouseMark grades:

- Grade A (4) Excellent
- Grade B (3) Satisfactory
- Grade C (2) Poor
- Grade D (1) Very Poor

6.3 The Contractor is required to maintain quality of service standards within the following performance parameters on a monthly basis:

- Maintain the service standard at Grade A for 80+% cleaning functions on each estate,
- Ensure Grade C and D rated functions do not exceed 5% on the inspected sites,
- Daily and weekly cleaning: If any cleaning function is rated as Grade C or D the contractor must address the issue during the next cleaning cycle,
- Quarterly and annual cleaning: If any cleaning function is rated as Grade C or D, the contractor must address the issue within a month from the date of notification.

6.4 In addition, the Contractor must coordinate a quarterly joint inspection of the service with the Council and residents' representatives. The joint inspection will be carried out randomly and covers at least 5% of each estate. The assessments will be based on the same performance rating system.

7. Service improvement plan and its impact on the service delivery

7.1 BHM developed a comprehensive service improvement plan (Appendix II), which has been implemented since the beginning of July 2018. The recent Survey of Tenants and Residents (STAR) shows an 11% increase in satisfaction for the service against last year. This is a strong indication that the measures, which has been put into place by the BHM through the service improvement plan has started to generate the right result for the desired outcomes.