

<b>Title:</b> Environmental Services Performance Improvement Plan	<b>Meeting:</b> THH Board	
<b>Report authorised by:</b> Kevin Jones Interim Director of Neighbourhoods	<b>Date of the meeting:</b> 23 April 2014	<b>Item No.</b> 7
<b>Report author:</b> Nick Spenceley Head of Environmental Services	<b>Classification:</b> Open	<b>Report type:</b> Discussion
<b>Business Objectives:</b> The Environmental Services Performance Improvement Plan contributes to the following objectives in the 2014/17 Business Plan: <ul style="list-style-type: none"> <li>▪ Delivering consistently brilliant customer service</li> <li>▪ Supporting vibrant neighbourhoods</li> <li>▪ Building one great organisation</li> </ul>		
<b>Impact for Customer:</b> Kwest customer satisfaction data shows an increase in satisfaction from 60% in 2011/12 to 70%. This represents a 10% increase which is good but not good enough. This plan has five themes designed to improve this level of satisfaction: <ol style="list-style-type: none"> <li>1. Managing people and performance</li> <li>2. Improved collaborative working</li> <li>3. Improved use of technology</li> <li>4. Our service offer</li> <li>5. Improved communication</li> </ol>		
<b>Diversity Impact:</b> Any changes in policy and procedure associated with activities outlined in the Environmental Services Performance Improvement Plan will be equality impact assessed as part of their development and prior to decision making.		
<b>Cost and Income Implications:</b> This plan will be delivered within the budget for 2014/15.		
<b>Risk Management:</b> The Strategic Risk Register for 2014/15 is about to be refreshed – we will include delivery of the Environmental Services Performance Improvement Plan for risk management monitoring as is appropriate within the headline strategic risks agreed by SMT.		
<b>Summary:</b> Improving customer satisfaction and service standards is a key priority for THH. This plan has been designed to improve standards and service delivery and increase customer satisfaction. It focuses on staff and the areas where the service		

can have most direct impact and on areas where more effective partnership working with other parts of the organisation is required.

**Recommendations:**

That THH Board:

1. **Notes** the contents of this paper.
2. **Agrees** to receive a progress report in 6 months.

**Introduction**

The quality of estate services is a key driver for overall customer satisfaction with Tower Hamlets Homes [THH]. There has been an increase in satisfaction measured by Kwest over the last three years from 60% of residents rating the caretaking service as excellent or good in 2011/12 to 70% in 2013/14. Over the same period there has been an increase in leaseholder satisfaction with 50% of leaseholders rating the service as excellent or good in 2011/12 to 56% in 2013/14.

Despite the increase in customer satisfaction, feedback from our residents shows there is still a need to improve further and compared to other London ALMOs our performance is 'average'. Our own analysis of the service shows that satisfaction varies greatly between neighbourhoods. The Improvement Plan has been designed to address areas that we know will improve the performance of our staff and lead to an increase in customer satisfaction.

**Environmental Services Improvement Plan 2014/15**

A workshop was held with the caretaking management team identified five themes to focus on:

- Managing People and Performance
- Collaborative Working
- Improved Use of Technology
- Our Service Offer
- Communication

**Theme 1: Managing people and performance**

The 2013 THH Staff Survey shows that 64% of the Environmental Services team think that poor performance is dealt with. The team members and their performance is key to achieving further success and a satisfied and engaged team goes hand in hand with high levels of customer satisfaction. The Improvement Plan prioritises activities that support the management of staff as well as their development, with a focus on the key line-management role of the Team Leader tier.

- developing the caretaking team leaders to be fully confident to tackle poor performance and raise the standards of their teams,
- Having a highly motivated team by improving the recognition and promotion of great work carried out by the team,

- creation of a formal succession plan programme to develop future leaders and providing acting up opportunities to cover team leader absence.

### **Theme 2: Collaborative working**

A recent major impact on the caretaking teams has been the effect of the increased volume of Decent Homes work being carried out on our estates. To help highlight and tackle the issues this creates, ranging from increased disruption and mess on the estates, to the poor behaviour of some of the contractors, monthly meetings between the THH Decent Homes managers and Environmental Services managers have been set up to improve communication and the resolution of these problems. A separate task to improve collaboration with the Neighbourhood teams and Leasehold Services to deal with estate based issues such as Anti-Social Behaviour and repairs is also in the plan.

### **Theme 3: Improved use of technology**

- Simplify reporting through better use of technology
- increase the use of machinery for communal cleaning, such as backpack vacuums and floor scrubbing machines, including developing a programme/schedule for their use have been built into the plan.

### **Theme 4: Our Service Offer**

- Revise service standards for caretaking and grounds maintenance;
- Publish these along with pictorial guidance to enable residents to challenge the service if these standards are not being adhered to;
- Publish service standards of other external service providers such as Veolia will be to give greater clarity on their role and responsibilities;
- Increasing our engagement with TRAs and key residents to tackle these block and estate issues which are impacting on achieving the required cleaning standard, such as red spit in stairwells, the disposal of cooking oil, bulky waste and bicycle storage in communal areas etc. will help highlight and tackle issues, benefiting both residents and caretaking staff and leading to improved standards of cleaning.

### **Theme 5: Improved Communication**

The development of a communication plan to highlight great work carried out by the team to raise awareness of this will help increase customer satisfaction. The communication plan will also tie into a calendar of key events (such as school holidays, elections, festivals and satisfaction surveys) to help inform service delivery.

### Appendix – Environmental Services Performance Improvement Plan