

2009-1010

Service Excellence Plan

Neighbourhood Services

1. Performance Management and Continuous Improvement

Objective: Achieve top 25% performance compared with similar organisations for Estate Services					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
(Baseline – 284 sites, 72% bronze, 3% silver, 24% gold as at June 07) 90% of all sites to reach gold/silver standard by March 2010.	Produce quarterly performance indicators report containing LEQ data and PI data for AHBs and Service Delivery Sub Committee	VA/JS	Mar 2010	<ul style="list-style-type: none"> • Increase estate visits from 3 monthly to monthly once additional staffing have been recruited by August 2009 • Finalise and distribute Pictorial Guide to resident reps and One Stop Services by April 2009 • Training of Cleaning and Grounds contractors on pictorial guide by June 2009 • Consult with AHBs on usefulness of LEQ reports by Sept 2009 	H/H
	Complete lean fundamental review of cleaning and grounds maintenance	LF/CB	June 2009	<ul style="list-style-type: none"> • Implement actions identified as part of review by June 09. 	M/M

Objective: Achieve top 25% performance compared with similar organisations for Estate Services

Target	Task	Who	By when	Milestones	Impact/Cost Assessment
	Implement hand held computers for Neighbourhood Services Inspectors and Neighbourhood Services Officers linked to 'live' database	LF/CB/JS/VA	March 2010	<ul style="list-style-type: none"> • Work with Head of Standards & Procurement and Northgate consultant to finalise efficient use of hand held computers by Sept 2009 • Re-test hand held computers by July 2009 • Go live with hand held computers for whole team by March 2010 	H/H
	Survey all TAs for estate improvement bids	CB/JS/VA	March 2010	<ul style="list-style-type: none"> • Work to new procedure for Estate Improvements clearly following timetable for consultation – Oct 2009. • NST staff to identify health and safety issues and trip hazards using 09-10 budget – by May 2010 	H/H
100% of correspondence answered in timescale	All correspondence on workflow allocated within 24 hours.	CB	June 2009	<ul style="list-style-type: none"> • Focus on more efficient way of reporting bulk refuse and other environmental issues by Wardens to reduce flow of correspondence as part of Lean Fundamental Review by June 2010 	H/L
Stage 1 complaints answered in time and no escalation to Stage 2	Stage 1 complaints are answered to a high standard	CB	May 2009	<ul style="list-style-type: none"> • Closer monitoring of Stage 1 responses before posting ensuring excellent standard - ongoing 	H/L

2. Access, Customer Care and User Focus

Objective: Increase resident satisfaction with neighbourhoods as a place to live					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Estate LEQ gradings to be widely available to all residents	Copies of the LEQ gradings to be available on line and in hard copy	JS/VA	Monthly when new staff recruited	<ul style="list-style-type: none"> Update on line system following each inspection. All 284 estates to be visited once a month after new staff recruited 	M/H
	Pictorial Guide for Cleaning and Grounds Maintenance to be available to all residents on request and distributed to all resident representatives	LF/CB	April 2009	<ul style="list-style-type: none"> Finalise design and print by early April 2009 	M/H
	Overall results analysis to be available on line and in hard copy	JS/VA	Jun 09, Sept 09 Dec 09 Mar 10	<ul style="list-style-type: none"> Update results analysis at end of every quarter and presented to AHBs. 	H/L
Surveys indicate increased satisfaction	Update Local Area Compacts	CB/VA/ JS	September 2009	<ul style="list-style-type: none"> Survey all TAs to determine new priorities for their estates by September 2009 Relevant departmental Managers across BHP attend AHBs to feedback on initiatives taken to meet residents' priorities – quarterly. 	H/L
Improve resident satisfaction with cleaning and grounds maintenance	10% of residents surveyed quarterly in each contract area.	CB	June 2009	<ul style="list-style-type: none"> Implement new telephone survey system rather than postal commencing April 2009 first result to be available for AHB in June 2009 	H/M

Objective: Increase resident satisfaction with neighbourhoods as a place to live					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Improve satisfaction with communal repairs	Faster turnaround times for communal repairs	LF/CB	July 2009	<ul style="list-style-type: none"> Increase number of post inspections of communal repairs by July 2009 	H/M
Residents are involved in grading estates	Residents are able to complete form online to grade their estate	VA/JS	June 09	<ul style="list-style-type: none"> Increased promotion of online LEQ forms through various media ongoing throughout year and poster on all notice boards by June 09 	M/L
	Residents are able to use Pictorial Guide to grade their estate	CB/VA/JS	June 2009	<ul style="list-style-type: none"> Presentation at June 09 round of AHBs 	M/L
	Residents are involved in estate walkabouts	CB	April 2009	<ul style="list-style-type: none"> Annual schedule to be published online and in hard copy sent to all TAs and on all notice boards by April 2009 Orders to be raised on V5 within 48 hours of walkabout Minutes of estate walkabout to be produced and despatched to TAs no later than 10 days following walkabout 	M/L
	Residents are involved in contractor monitoring	VA/JS	April 2009	<ul style="list-style-type: none"> Schedule of meetings to be made available to TAs annually in advance for 2009-2010 by April 2009. 	M/L
New cleaning and grounds maintenance contractors appointed	Residents are involved in appointment of new contractors	LF/CB	May 2009	<ul style="list-style-type: none"> LF/CB/JR to make decision on south of borough contract whether to give contract to Wettons or retender 	M/M

Objective: Increase resident satisfaction with neighbourhoods as a place to live					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
	Implement contractor penalty notices	JS/VA	Monthly	<ul style="list-style-type: none"> Monthly report to Head of Dept showing number of defaults issued and quarterly report to AHBs and Service Delivery Sub Committee. Monitoring of contractor schedules of work to ensure displayed in all blocks 	M/L

3. Diversity

Objective: Ensure residents have fair and equal access to the service					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
100% of literature and correspondence has clear guidance on availability in community languages and alternative formats	Ensure that all literature has clear guidance on availability in community languages and alternative formats	CB	May 2009	<ul style="list-style-type: none"> All new and updated literature to have appropriate strapline in main community languages 	H/M
	Ensure that all correspondence has clear guidance on availability in community languages and alternative formats	CB	May 09	<ul style="list-style-type: none"> All letters to be sent out on pre printed letter headed paper. Check that all staff using preprinted paper and all literature contains strap lines. 	H/M

Objective: Ensure residents have fair and equal access to the service					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Web page is user friendly and information and literature is available in community languages and alternative formats	Benchmark with other ALMOs to determine best practice	LF/CB	August 2009	<ul style="list-style-type: none"> Ensure list of staff available for translations is reviewed and updated by August 2009 	M/M

Objective: Ensure residents have fair and equal access to the service					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
The number of BME representatives reflects the ethnic make up of council tenants and leaseholders in the borough as a percentage of all resident representatives.	Increase the number of BME representatives	LF/CB/ VA/JS	December 2009	<ul style="list-style-type: none"> • Door knocking on estates to encourage more BME residents to become involved – schedule of door knocking to be drawn up by Sept 09 • Analyse the percentage of BME representatives to determine numbers and areas to target by August 2009 • Seek innovative ways to encourage BME residents to participate by July 2009 • Publicise topics for Focus Group annually in advance in consultation with them by April 2009 • Minutes of Focus Group available online - ongoing • Publicise calendar of dates for Disabled Forum annually in advance by January 2010 • Minutes of Disabled Forum available on line - ongoing • Work in partnership with Somali Group to encourage involvement in BHP business - ongoing 	H/L

4. Value for Money

Objective: Deliver value for money Neighbourhood Services					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Clear understanding of service costs and how they compare with others	Compare costs against other London ALMOs for estate services and communal repairs	LF/CB	October 2009	<ul style="list-style-type: none"> • Work with Housemark to develop national indicators including cost comparisons by October 2009 • Visit other ALMOs to seek good practice and efficiencies in service delivery by October 2009 • Seek innovative ways to make service more efficient and cost effective by finalising lean fundamental review – June 2009 	H/L
Reduction of expenditure on communal repairs	Analyse spend and number of orders raised over last few years to arrive at target for reduced expenditure	LF/CB	August 2009	<ul style="list-style-type: none"> • Closer monitoring of Repairs Contractors monthly – report to LF monthly on number of orders raised and completed • Increased number of post inspections once additional staff recruited. • Schedule of post inspections to be drawn up using existing staff 	H/L

5. Resident Involvement

Objective: Increased resident involvement in Neighbourhood Services					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Residents are involved in grading estates	Residents are able to complete form online to grade their estate and use Pictorial	VA/JS	October 2009	<ul style="list-style-type: none"> Promote use of online LEQ forms through various media by October 2009 	M/L
	Residents are using Pictorial Guide	VA/JS	Sept 2009	<ul style="list-style-type: none"> Distribution and promotion of Pictorial Guide. Copies to be sent to all TAs, advertised in Partnership News, on posters in all estates, copies available in One Stop Services and promoted through AHBs 	H/M
	Residents are involved in estate walkabouts	CB	April 2009	<ul style="list-style-type: none"> Annual schedule to be published online and in hard copy sent to all TAs by end April 2009 Orders to be raised on V5 within 48 hours of walkabout Minutes of estate walkabout to be produced and despatched to TAs no later than 10 days following walkabout Health & Safety lone working arrangements to be monitored and assessment made of any operating problems by July 2009 	H/L
	Residents are involved in contractor monitoring	VA/JS	April 2009	<ul style="list-style-type: none"> Schedule of meetings to be made available to TAs annually in advance for 2009-2010 by April 2009. 	M/L

Objective: Increased resident involvement in Neighbourhood Services					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
New cleaning and grounds maintenance contractors appointed	Residents are involved in appointment of new contractors	LF/CB	Mid May 09	<ul style="list-style-type: none"> Decision on future of South of borough contract to be discussed with a forum of local residents to reach consensus on the way forward based on current service provision against cost. 	H/M
Block Champions Appointed	Advertise widely for block champions	JS/VA	September 09	<ul style="list-style-type: none"> Advertise in Partnership News Spring 09, and Summer 09 editions. Door knocking on estates – schedule of door knocking to be agreed by June 09 	H/L
Borough wide Compact targets met	Results of Compact review published	CB	September 2009	<ul style="list-style-type: none"> Arrange meeting with resident representatives to review borough wide compact by September 2009 and agree updated version. Current version ends Sept 09. Publish results of review and new targets in Partnership News Winter edition 09. 	H/L
Year on year increase in TAs and Community Groups	Analyse data to determine areas of under representation	CB	March 2010	<ul style="list-style-type: none"> Ensure staff are trained and confident to establish new TAs and Community Groups by March 2010 	M/L
Increase membership of Scrutiny Panel	Promote further through AHBs and try to recruit at least one new member from each	LF	March 2010		M/L

Objective: Increased resident involvement in Neighbourhood Services					
Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Increased number of residents receive training	Promote Trafford Hall Centre and develop annual training programme	CB	March 2010	<ul style="list-style-type: none"> Obtain annual programme of training events from Trafford Hall and promote widely by March 2010 	M/L
	Increased use of residents resource centre and can demonstrate increasing numbers	CB	June 2009	<ul style="list-style-type: none"> Training needs analysis of resident reps to be undertaken by April 09 Devise and publish new training brochure by May 2009 	M/M
Effective management of meeting halls	Annual inspections of all meeting halls to ensure compliance with health and safety requirements and financial accountability of income generated.	LF/CB	June 2009	<ul style="list-style-type: none"> Devise template for inspection of meeting rooms and income received complies with guidelines specified in Licence Agreement by April 2009 Carry out annual inspection of all mtg rooms by May 2009 Arrange meetings with any TAs who fail to return new Licence Agreement or who breach Licence Agreement terms and conditions by June 2009 Implement actions arising from inspections by June 09 	H/L
Resident Involvement Strategy implemented	Annual review of strategy with working group of residents	CB	December 2009	<ul style="list-style-type: none"> Set up working group of residents and discuss how BHP are meeting the objectives by Aug 09 Consult with AHBs Sept 2009 Produce report and article for Partnership News by Dec 09 	M/L

Key for personnel

Abbreviation (initials)	Post Holder (name or title)
LF	Linda Footer – Head of Governance, Communications and Neighbourhood Services
CB	Christina Byrne -Neighbourhood Services Manager
VA	Veronica Asahene – Neighbourhood Services Team Leader
JS	Jill Stringfellow – Neighbourhood Services Team Leader