

# Caretaking Services Team

## The journey from DSO to ALMO



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# Background

- 2005 Shadow Inspection highlighted that particular attention was needed to several areas of the Caretaking Service
- In October of that year, Stockport Homes Ltd was formed and an “Achieving Excellence – Best Value Review” was undertaken in early 2006
- Many of the financials relating to the service provision had not been quantified until this point
- A number of key outcomes were delivered over a 2-year period, providing a good foundation for future growth and change
- Terms and Conditions were re-negotiated in 2007, to provide a more flexible and efficient service
- Area Caretaking Service Charges were introduced in 2008 to try and reduce the deficit, which stood at nearly £190K

# Current position

- Reduced overall FTE count from 32 to 29 Caretakers
- Naturally reduced from 15 Residential Caretakers to 6.5 currently
- Brought in-house an external building cleaning contract which saved £73K annually
- Moved away from “1-man/1-block” so we are more flexible to meet the needs of each specific area – as opposed to a ‘one size fits all’ approach
- Reduced service charges for 276 customers, saving them a total of £34,400 annually by introducing new ways of working
- Service charges now in place for all Area and Block Caretaking Services
- Achieved self-financing and are aiming to reduce some of the highest service charges for customers



# Engaging the staff and staying motivated!



 **Stockport  
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*Transforming Lives*

# Consultation & Involvement

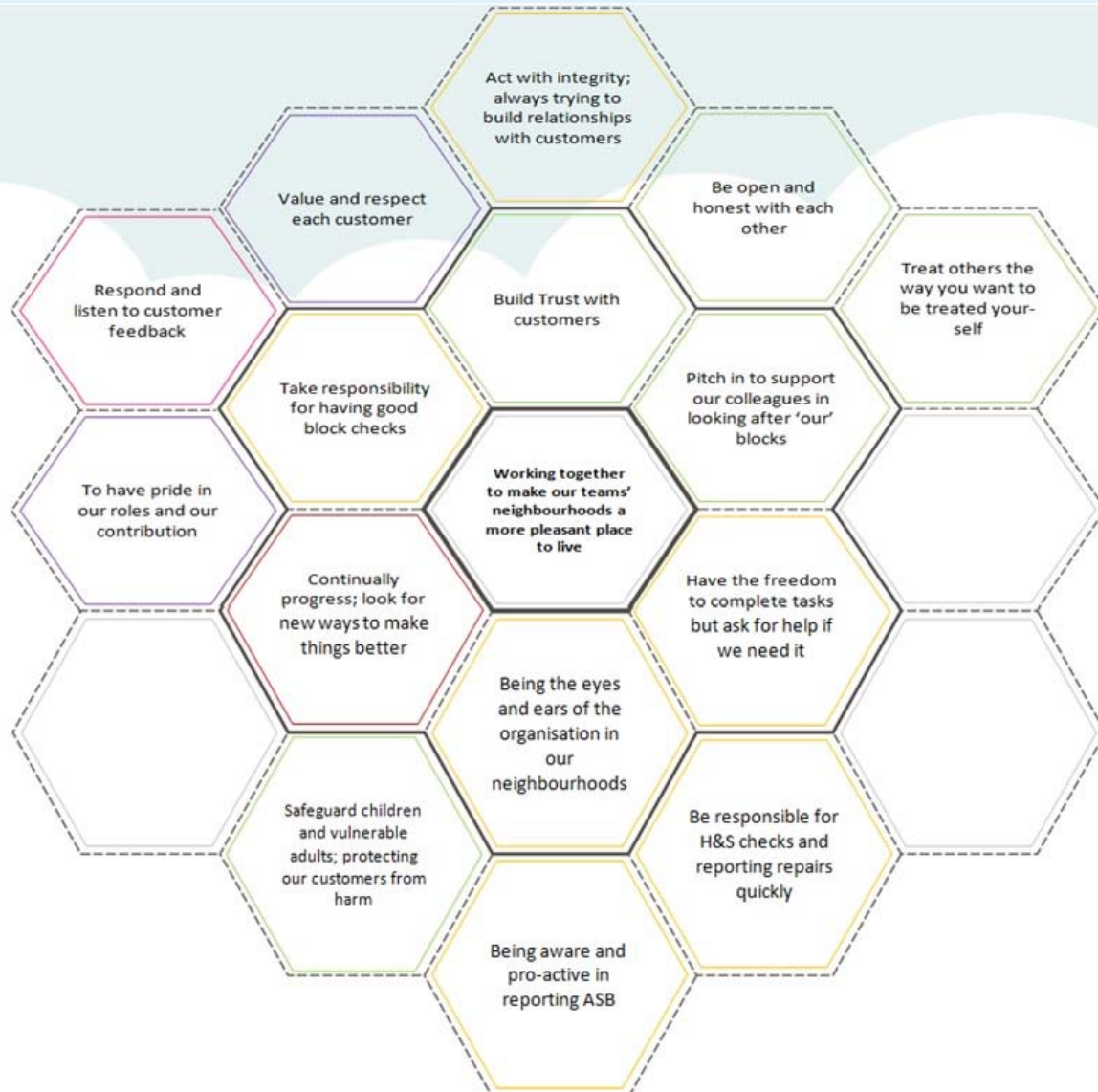
- Honest and open conversations about the weaknesses and strengths of the service
- Consulting with staff and unions from the earliest opportunity so challenges can be overcome together
- Identifying where change is needed and supporting the team to see this too
- Being aspirational about where we want to be and what we want to achieve
- Realistic conversations about how we can achieve our goals
- Sharing financial data – showing people what their actions can mean for customers
- Sharing both the positives and negatives from Customer Surveys and doing something about it!

# Helping me to understand how I can Transform Lives

Moving away from the corporate PDR process. Using an L&D tool that allows the team to understand their purpose at work – and set their own standards of what they want to achieve together. Helping staff to understand **the impact they have** on our customers and their colleagues.



Your Contribution:



# Being a part of the wider organisation...

## Who needs a Ferrari?



The Area Caretaking Service had something to smile about last week, when it took delivery of four brand new VW Caddy's! The new vans are not only cheaper to lease and run than the old vehicles, but most importantly they are much more eco-friendly! By changing the vehicles we have reduced our monthly Co2 emissions by 266g/km! This is the equivalent of a Ferrari 599 Hybrid Supercar!

Promoting the team using the Staff Newsletter & The Hog (Intranet)



Running Community Events for Young People in Stockport and organising charity events!



Team and individual award nominations, both internal and external



# Innovation in service delivery and expanding the offer





# Introducing new ways of working

- In 2012 consultants were brought in to identify areas for improvement and to identify efficiency savings that could be made
- Changes to how work was allocated (no longer one person per block) saw a reduction in 3 FTE overall. 276 customers were able to benefit financially by this change – each saving between £99 - £154 each, per year.
- Teams became much more flexible and covering work became much easier (i.e when staff were on leave)
- Staff had to take on more work, for no extra pay. Motivating staff through this was critical

# Bringing the tower block cleaning contract in house

- Contract with SSK provided 166 cleaning hrs per week, over 10 sites
- The contract was providing building cleaning in sites where we already had Caretakers working
- The standards were not consistent and the retention and turnover of staff made it difficult to manage performance
- Stockport Homes Caretakers were consulted about their ability to take on this work
- Pilots were done in 2 high rise blocks and proved successful
- The contract was brought in house in June 2014
- 4 SSK staff were entitled to TUPE. 2 took on roles as Caretakers (filling SHL vacancies) and 2 completed TUPE as Cleaners
- Annual savings were £73K

# Further opportunities...

- Cleaning contract in place currently for services at 10 sheltered schemes and 12 low rise blocks that are managed by Stockport Homes
- Service standards vary from satisfactory to excellent at different schemes
- The current deficit on this contract is over £9K
- There is a viable option to bring this work in house and make efficiencies
- This will remove the contract deficit and give us scope to make savings that could be passed back to our customers
- Some risks exist in regards to TUPE and how many staff could be entitled to this

# Expanding the offer



Furniture recycling



Scrap Metal



Garden / Hoarding clearances



Laundry Services



Void clearances and cleanses



Window Cleaning Team



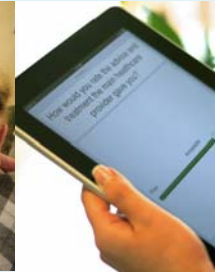
Specialist cleaning



# Satisfying multiple customers and stakeholders



# Customer Involvement



- CSP Review undertaken
- All actions implemented and approved by the Quality Panel
- Monitored and signed off by our governance team
- TRA's
- Housemark Peer Review
- GMES
- Bi-annual satisfaction surveys introduced
- New ways of surveying customers introduced
- Social Media utilised to target hard to reach customers
- Annual Caretaking Forum
- Consultation groups to set new 'outcome' focused service standards
- Foyer based sessions in the evenings

# Stakeholder Involvement

- Caretaking Business Plans must be signed off by the Business Development Sub-Group and Leadership Forum
- Outcomes of Satisfaction Surveys must be analysed and include detailed qualitative and quantitative information. This is then reported to the Neighbourhood Management Team with a detailed action plan, which is monitored until completion
- PWC audits will be supported and any recommendations implemented in full
- Regular strategy meetings take place between Service Managers to ensure all teams are working together effectively
- Best practice and benchmarking data is shared between GMES and this is now a platform for working strategically with other providers to negotiate with major suppliers etc..

# Any questions?



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