

# Tenant Scrutiny and Improvement Panel



## Scrutiny:

How can CBH better work with tenants to improve waste management and cleanliness in blocks of flats and independent living schemes?

September 2023- November 2023



Cheltenham  
Borough  
Homes



Tenant  
Scrutiny  
Improvement  
Panel



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# Introduction

At Cheltenham Borough Homes we are fully committed to embedding customer voice across every team and everything we do.

The Tenant Scrutiny and Improvement Panel (TSIP) identified estate maintenance and cleaning for scrutiny. The independent scrutiny began in September 2023 and concluded in December 2023.

Estate maintenance and cleaning was chosen for scrutiny review following a meeting with Jason Peters, Estate Maintenance Supervisor. During this meeting, Jason provided an update about planned improvements to his service, as well as the challenges and limitations faced by his team. TSIP members agreed that a scrutiny review of estate services would identify ways in which CBH can better work with tenants to promote improvements.

This scrutiny will support the aims of CBH as outlined in our:

**Customer involvement and engagement plan (2022)**, which outlines how tenants can shape, influence and scrutinise the quality of home, community and services tenants receive.

**CBH Community Investment Plan (2023)**, which outlines how we will work with tenants to increase their influence across all teams.

The recommendations made in this report will shape the future of estate cleaning and maintenance at Cheltenham Borough Homes, ensuring tenants are at the heart of service design.

## Predicted Benefits

### For Customers:

- Increased satisfaction with the maintenance and cleanliness of communal areas
- Customers' views listened to and acted upon
- Customers are empowered to manage their own environment for sustainable change

### For CBH

- Confidence we are meeting the needs of our tenants
- Tenants are empowered to work with us and take ownership of their environment
- Suggestions to improve efficiency or services as well as validation of what is working well within the service.
- Improved tenant satisfaction measures over time

# Aim and key areas of interest.

## Aim and Objectives

TSIP will put forward recommendations relating to the following question

***“How can CBH better work with tenants to improve cleanliness and waste management in blocks of flats and independent living schemes?”***

TSIP recognises that the scope of the estate maintenance team is broad and so have chosen to focus the scrutiny on the communal areas of blocks of flats and independent living schemes. By looking at how CBH currently delivers its’ services, TSIP will identify strengths to take forward, as well as opportunities for change and improvement.

Through the initial scoping of this scrutiny, TSIP identified that improvements cannot be made by CBH alone, but will need the buy-in and support of tenants. As a result, this scrutiny focusses on the way we engage tenants in estate maintenance with a view to supporting sustainable change.

## Key Areas of Interest

There were several points of focus driving the review



What are the tenants attitudes towards cleanliness of communal areas and towards recycling?



What are the key challenges faced by the Estate Operative Team?



Are there facilities in place to allow tenants to easily and effectively manage their own waste?



Do CBH and CBC communicate effectively with tenants about these issues?



# Who has been involved?

## Customers:

The CBH Tenant Scrutiny and Improvement Panel (CBH) consists of 12 members who are representative of our wider tenant group. A special thank you to our scrutineers for their time, passion, and dedication to this scrutiny.

## Colleagues:

Jason Peters: Estate Maintenance Supervisor (service expert)

Natasha Dhillon: Complaints Officer

Ellen Pollicott: Community Investment Manager

Andy Barrell: Business Analyst

Trish Hambling- Estate Operative

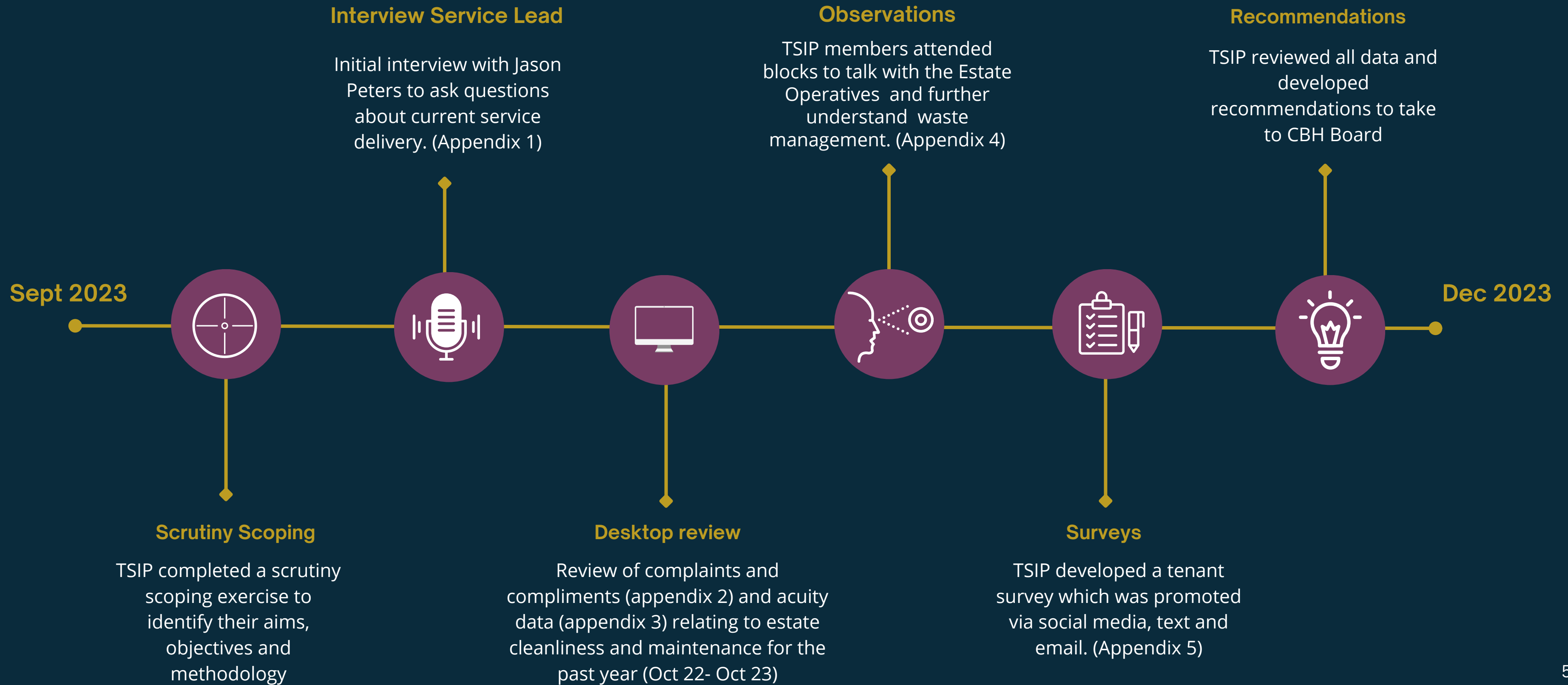
Jeff Nelder- Estate Operative

Bethan Wright- Estate Operative

Stephen Slee- Estate Operative



# Methods and Timeline





# Summary and Recommendations.

Research Method	Identified areas for improvement	Best Practice identified	Recommendations to CBH	Agreed by CBH Y/N	Responsibility
Interview with Service Lead	<p>The increase in fly tipping is taking up estate operative's time.</p> <p>Staff are fearful of removing fly tipped items due to previous complaints.</p> <p>Budget for fly tipping is no longer adequate.</p> <p>Tenants not aware of how to report issues via Fix My Street/Vision 21</p> <p>Splash back paint is being considered.</p> <p>Unsure if refresher training is being carried out regularly.</p>	<p>Rotas have been changed to cut down on travel time.</p> <p>20 visits per month with results published against CBH KPIs on website.</p> <p>Flexible with schedule to increase safety where needed.</p> <p>Regularly reviewing suppliers and equipment</p>	<p>Review the budget for fly tipping. This should be a separate budget with more resource.</p> <p>CBC and CBH coordinate a project to look at fly tipping and how are we going to tackle this proactively- focusing on communication, access to sites, how tenants report, process of logging fly tipping, costs for disposal.</p> <p>TSIP would back a trial of splashback paint.</p>	Yes	CBH estate management CBC with ongoing support from TSIP
Compliments and complaints	A common theme with complaints is the quality of service.	Great feedback for the cleaners and their attitude.	<p>Communicate better with tenants about who has responsibility for which tasks- Ubico/ CBH/CBC</p> <p>Encourage more feedback by promoting to tenants the complaints/compliments process.</p>	Yes	CBH Estate Management CBH Complaints Officer

Research Method	Identified areas for improvement	Best Practice identified	Recommendations to CBH	Agreed by CBH Y/N	Responsibility
Acuity Data Oct 2022-2023	N/A	39% of tenants are very satisfied with the service.	N/A	N/A	N/A
Estate Visits	<p>There is no consistency in waste management facilities across the sites</p> <p>Estate operatives' time is taken up by clearing out mismanaged bin stores</p> <p>Estate Operatives are subject to derogatory comments from tenants, such as "Get a real job"</p> <p>The fly tipping campaign posters focus on the impact fly tipping has on the council</p> <p>Cleaning of clothes washing areas was not to standard in schemes</p>	<p>Estate cleaners report feeling supported and valued by CBH but not by tenants. They are involved in decision making by their supervisor</p> <p>We visited some blocks where tenant pride is evident, with gardening projects and clean communal spaces</p> <p>The estate operatives are a valued constant in many of the older adults' lives. They spend time chatting with the tenants in the independent living scheme when they can</p>	<p>Review why there is no consistency of recycling facilities in blocks. For those who have had them taken away, when will this be reviewed?</p> <p>Correctly and clearly label the bins.</p> <p>Communication and education: CBC and CBH to launch persuasive language campaign, along the lines of CBC "don't be a tosser" campaign.</p> <p>Look at habit change with tenants- through education, communication, peer support, and community initiatives.</p> <p>Locked recycling facilities for those who choose to and are committed to recycling.</p>	Yes	<p>CBH Estate Management</p> <p>CBC</p> <p>CBH Community Investment Team.</p>
Checklist for spot checks	Should this include disrepair, such as lifted carpet and other hazards?	Looks comprehensive	When this checklist is updated, please bring to TSIP for feedback.	Yes	CBH Estate Management.



Research Method	Identified areas for improvement	Best Practice identified	Recommendations to CBH	Agreed by CBH Y/M	Responsibility
Tenant Survey	<p>The main areas of concern for tenants are around fly tipping, the bin storage area, cleanliness of communal spaces and rubbish left in communal spaces</p> <p>Tenants perceive that fly tipping is on the rise due to a lack of transport to dispose of bulky items, and a lack of pride among tenants.</p> <p>A majority of tenants asked do not know how to report fly tipping.</p> <p>There is an apathy among tenants due to a perceived lack of action over time.</p> <p>Most tenants don't think CBC/CBH do enough to communicate with tenants around the issues.</p> <p>There is a call for action from the tenants.</p>	<p>Most of the participants have access to recycling facilities where they live.</p> <p>In most blocks, tenants do take the lead on keeping spaces clean and tidy</p>	<p>TSIP feels tenant apathy is down to people not believing people will change. A communication campaign is needed- "you said, we did" and celebrating improvements.</p> <p>Promote positive stories of what your neighbours are doing.</p> <p>Provide equipment for tenants to support them to recycle.</p> <p>Potential for each household have 2 bulky waste collections per year?</p> <p>TSIP understand that prosecution is difficult, and so think the focus should be on incentivising.</p>	Yes	CBH Estate Management in partnership with CBH Community Investment Team.
Example Letter to Tenants	<p>Tone of voice is very firm and could come across as threatening.</p> <p>No advice as to how to dispose of waste and how to access support to dispose of waste</p> <p>The expectations don't feel realistic.</p>	Inclusion of a photograph	Tenancy management team should review letter templates with support from TSIP/Tenants.	Yes	CBH Tenancy Management with support from TSIP.



# Estate Visits in Photos



PLEASE TAKE EXTRA CARE - FLOORS MAY BE WET AND SLIPPERY FROM CLEANING OR WET WEATHER

CBH CAN PUT MORE MONEY INTO IMPROVING YOUR PROPERTIES!!

**£30,000 WAS SPENT ON THE REMOVAL OF FLY TIPPING LAST YEAR!!**

**HELP US TO STOP FLY TIPPING!**

Spending Less Money on Removing Items from Your Bin Areas Will Allow Us to Put Our Funds to Better Use!

ALL UNWANTED ITEMS CAN BE TAKEN DIRECTLY TO THE SWINDON ROAD AMENITY SITE - [www.cbh.gov.uk](http://www.cbh.gov.uk)

CBH CAN PUT MORE MONEY INTO IMPROVING COMMUNAL AREAS!!

**PETS**  
Please clean up after your dog at all times. **BAG THE POO, AND BIN IT!**  
Dogs must be supervised at all times in the communal garden/areas.  
Dogs should not be left in the communal hallway.

**ITEMS IN HALLWAYS**  
Communal hallways and balconies should be clear and free from obstruction such as:  
• Rubbish bags / litter  
• Bikes  
• Scooters/ motorcycles  
• Pushchairs/ prams  
• Any other items  
**ITEMS LEFT IN COMMUNAL AREAS ARE AT RISK OF BEING REMOVED AND DISPOSED OF.**

**BIN AREAS**  
Fly-tipping is a breach of your tenancy conditions and could result in a fine or prosecution if there is evidence provided.  
Any items that you wish to get rid of should be taken to the central depot or can be collected by arranging with Cheltenham Borough Council.  
This includes cardboard and larger household items that do not go in bins.  
**TO ARRANGE BULKY WASTE COLLECTION CALL 03442 282828**

**FLY-TIPPING**  
Please do not drop litter in the bin area  
Place refuse bags inside of bins provided or neatly on top of bins if there is no space inside  
Please recycle if possible: to free up space inside of the general waste bins  
Do not fly-tip items in the bin area  
Please return trolleys to the supermarket  
Bin areas are for refuse bags/ recycling only  
**NO CARDBOARD BOXES**

**SECURITY DOORS:** It is essential for your safety that you ensure that security doors are closed properly - do not wedge open security doors!

