

Building Cleaning Local Environmental Services

Bryan Redhead



Customer Service Excellence

Why Bother??



Good Night Out!



But Seriously.....

- Increases corporate awareness of the service
- Like to support APSE
- Increases customer focus
- Selling point for new customers
- Improves staff morale
- CPA Inspections

Who we are / What do we do?



- ◆ Annual Turnover £5 ½ million
- ◆ Over 650 staff
- ◆ In over 260 Buildings
- ◆ An area which covers over 2000 sq miles.

Main Contracts

- ◆ Gateshead Council Buildings
- ◆ Northumbria Police Authority
- ◆ Schools
- ◆ Gateshead Housing Company
- ◆ Older Peoples Support Service & Home Support Service
- ◆ Baltic – Centre for Contemporary Arts
- ◆ The Sage Gateshead

APSE Submission

Our Submission for APSE was mainly based on Developing Staff:

- IIP Submission
- Improved Communications
- Achievement and Development Interviews
- NVQ's
- BICS Training - British Institute of Cleaning Science
- Induction
- Customer Care
- Corporate Values
- Basic Skills

Pressures - What Pressures

- ◆ P.F.I.
- ◆ B.S.F.
- ◆ Job Evaluation
- ◆ Charges
- ◆ Overheads
- ◆ Equal Pay Claims
- ◆ Efficiency Gains (Savings)
- ◆ Recruitment
- ◆ Absences

And schools thinking they can manage their own cleaning and wont admit when they can't !

Diversification

- ◆ Partnership with Environmental Health to provide a pest control service to Northumbria Police.
- ◆ Development of FM Services for Gateshead Housing Company.
- ◆ Service engineers carrying out repairs on caretaker's machines.
- ◆ Added value & additional services.
- ◆ Problem properties on behalf of Social Services.
- ◆ FM Services to schools.

Supporting People

- 2002 Launch of the Home Cleaning Service
- 2003 Service being received by 660 Gateshead tenants
- 2005 Audit Commission Inspection
- 2008 Development of:-
 - OPSS - Older Peoples Support Service
 - HSS - Home Support Service



How do we manage?

Leadership

- Different types of leadership:
 - ve increased absence, increased stress and impacts on employees well being.
 - +ve improves individuals / team / organisational performance.



Transformational Leadership

Transactional 'vs' Transformational

1. Clarify goals and objectives and the focus is on short term.
2. Focus on control mechanisms.
3. Solving problems
4. Maintain status quo or improve current situation.
5. Plan, organise and control
6. Guard and defend existing culture
7. Positional power exercised.

1. Establish long term vision
2. Create a climate of trust
3. Make people solve their own problems by empowerment.
4. Change the current situation. Every threat is seen as an opportunity.
5. Train, coach counsel and mentor people.
6. Change culture
7. Power comes from relationships and influencing people. The pressure exerted is subtle and has greater finesse.

Vision

"Vision is the dream that invents the future"

- ◆ Developing a shared vision
- ◆ Direction, aligning people
- ◆ Painting pictures
- ◆ Pride
- ◆ Make people believe it's achievable

Why is it needed?

Independent analysis of current management styles.



Individualised Consideration

- ◆ Genuine concern for others and their welfare
- ◆ Communicate positive expectations of people
- ◆ Treat them with dignity and respect
- ◆ Not interested in status, treat everyone as equals
- ◆ Value diversity and difference
- ◆ Are you ok?

Does The Soft Fluffy Stuff Really Work?

Research has shown that:

Transformational Leadership has a significantly greater impact than transactional leadership on a variety of subjective and objective outcome measures, including:

- ◆ Job satisfaction, motivation, and performance of followers
- ◆ Lower levels of stress & burnout amongst staff
- ◆ More collaborative, innovative, harmonious teams
- ◆ Financial performance of organisations
- ◆ Performance in public sector organisations

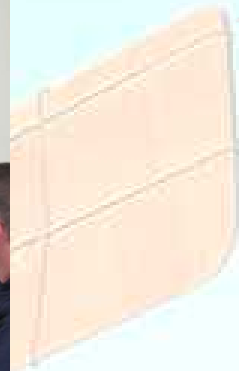
Some of the things we have done:-

Formal

- ◆ Regular staff briefings
- ◆ One to ones
- ◆ Feedback from clients - communication info with staff
- ◆ Newsletters / LENS / Gen
- ◆ Talktime Anytime
- ◆ Awards Ceremonies
- ◆ Recognition Events - Charter Mark / NVQ
- ◆ Visibility of Managers
- ◆ Thank You Letters



 **Gateshead**
Council



Informal

- ◆ Coffee Chats
- ◆ Lottery Club
- ◆ Birthday Club
- ◆ Illness
- ◆ Bereavement
- ◆ Leaving Do's
- ◆ Children in Need



From Doug Hall, i2i Photography. 07860 898192. Dale Robson, Head of Transport Catering and Cleaning services at Gateshead Council is put in the stocks by work colleagues Joanne Moore, (left) and Vicky Manning to raise money for Red Nose Day.

In Memory of Gladys Evans

- ◆ Tributes have flooded in following the death of a much-loved council cleaner.
- ◆ Gladys Evans was employed as a domestic supervisor at Gateshead's professional centre, Dryden, for the past 30 years.
- ◆ And, in memory of the woman who touched the lives of so many, Gateshead council held a service in her honour and remembered her the way she would have wanted to be remembered... with sweets.
- ◆ Mrs Evans was famous throughout the council for handing out sweets to her colleagues every day, a tradition she would have never given up on.
- ◆ And, in an affectionate tribute at her memorial service, each of her colleagues was given a sweet in commemoration of her.
- ◆ Indeed, Gladys was so well-liked and respected by her work colleagues, around 300 of them packed into the service, held last month following her death in December. Dale Robson, Head of Transport Cleaning and Catering at Gateshead Council, who led the service, said: "Gladys was a dedicated worker and a very valuable part of our team. She always gave above and beyond what was expected and was popular for her infectious, cheerful and friendly manner. She was always eager to brighten everyone's mood. She will be missed a great deal by everyone who uses the centre - she truly was the heart of her workplace."

Evening Chronicle 14 March 2006

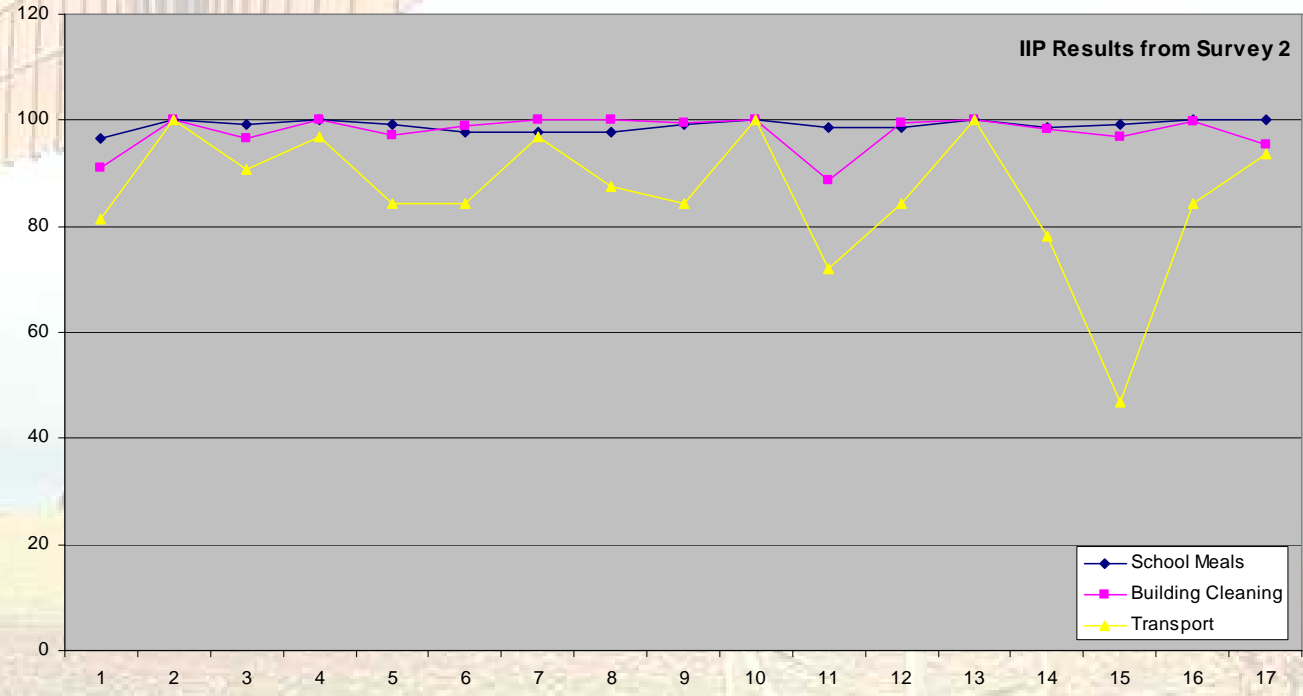
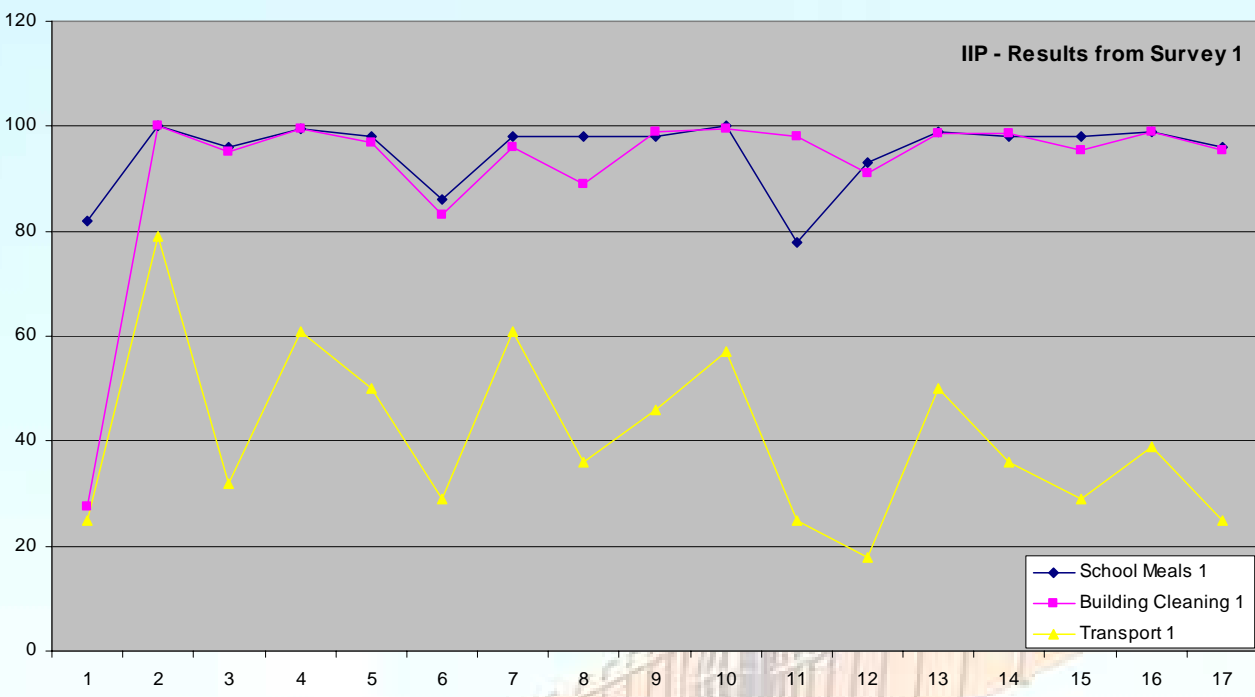
How do we know this has made
the difference??



Investors in People

Results from Surveys 1 & 2

2006



MORI Results

MORI Employee Attitude Survey - 2003	LES	Our Service
Agree that Senior Managers have a clear vision of where the Council is going	44%	59%
Agree that Senior Management are not interested in listening to staff opinions	36%	22%
Agree the employees have confidence in the Senior Management of this organisation	31%	50%
Agree that speaking up on issues where you disagree with management can damage your career prospects	43%	23%

MORI Employee Attitude Survey - 2006	LES	Our Service
Agree that Senior Managers have a clear vision of where the Council is going	48%	61%
Agree that Senior Management are not interested in listening to staff opinions	33%	25%
Agree the employees have confidence in the Senior Management of this organisation	38%	51%
Agree that speaking up on issues where you disagree with management can damage your career prospects	39%	25%

Transformational Leaders

- ◆ Working for a transformational leader can be a wonderful and uplifting experience. They put passion and energy into everything, they care about you and want you to succeed.
- ◆ Transformation Leaders start with the development of a vision, a view of the future that will excite and convert potential followers.

THANK YOU

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