

Decision Maker: Executive and Resources PDS Committee

Date: 19 March 2019

Decision Type: Non-Urgent Non-Executive Non-Key

Title: Cleaning of Council Premises Update

Contact Officer: Andrew Champion, Facilities & Support Client Services Manager
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Chief Officer: Nigel Davies

Ward: All Wards

1. Reason for report

To update the Committee on the Cleaning of Council premises as undertaken by the Council's appointed Total Facility Management (TFM) provider Amey.

2. **RECOMMENDATION(S)**

The report will provide an analysis on the delivery of cleaning performance and realise some options around continued delivery of the service stream.

Impact on Vulnerable Adults and Children

1. Summary of Impact: See Point 4.
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Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Excellent Council:
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: £ 216.9k
 3. Budget head/performance centre: TFM Client Team
 4. Total current budget for this head: £203.9k plus £13k
 5. Source of funding: Existing revenue budget for 2018/19
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Personnel

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Non-Statutory - Government Guidance:
 2. Call-in: Applicable:
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Procurement

1. Summary of Procurement Implications: N/A
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 1,485
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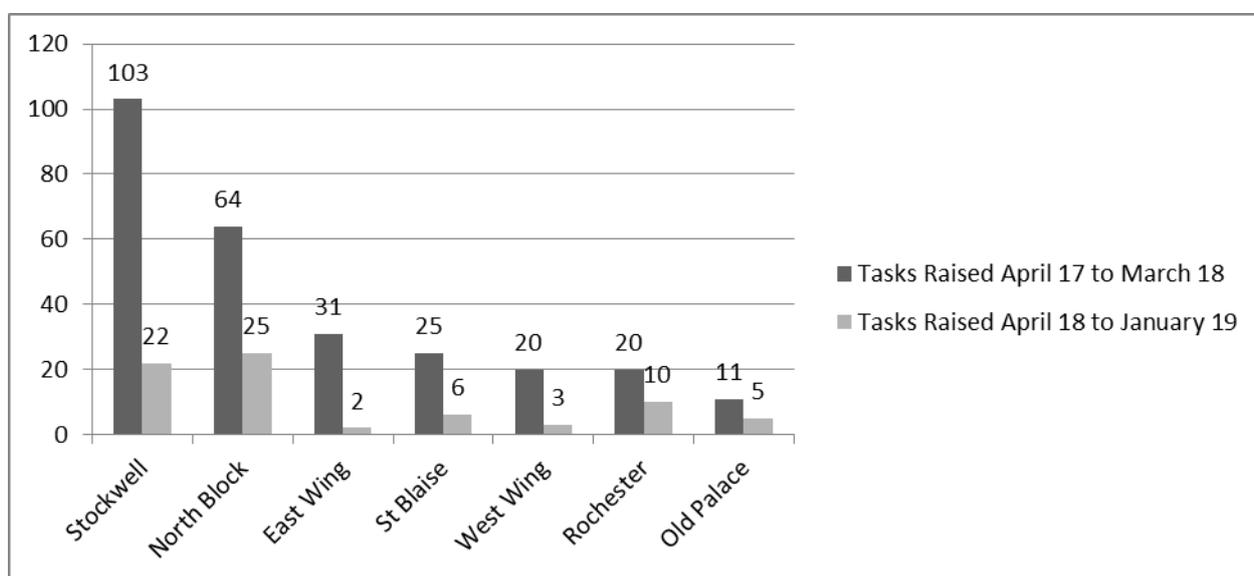
Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 Amey delivers cleaning services, through a self-management model, to the Civic Centre buildings and Walnuts Area Office in Orpington via the TFM contract. Amey initially also delivered cleaning services to the Yeoman House offices from April 2017 through to the end July 2018. Cleaning provision at Yeoman House ceased with effect from August 2018 owing to the Authority and partners vacating the building at the lease end period. A Change Control Notice (CCN) is being processed for the realignment of the Yeoman House costs into the 2019/20 budget position.
- 3.2 Cleaning is delivered against an agreed service delivery model which stipulates frequency of cleaning and consumable provision to defined areas which include:-
- Common and Reception Areas
 - Committee and Meeting Rooms
 - Consumable provision
 - Function Suite
 - General Offices
 - Toilets
 - Welfare Areas
- 3.3 Amey provide cleaning services against the back drop that the Civic Centre facilities have not been subject to a consistently applied rolling uplift programme of works Inc. redecoration and replacement of fixtures & fittings for several years. The ability to deliver a sustained programme of uplifts has been impacted upon by pressures on the planned maintenance budget and delayed timing(s) on the delivery of a Civic Centre accommodation strategy. Therefore there is often a perception that as an area is in poor decorative state it is therefore not being adequately cleaned.
- 3.4 Amey commenced service delivery of cleaning in April 2017, following on from their appointment as the Authorities TFM provider in October 2016. The cleaning service migrated to Amey following the period of Authority management of contract cleaning arrangements from April 2014 through to March 2017.
- 3.5 The following provides some contextual background with regard to the contract cleaning arrangements, for the period April 2014 through to March 2017, pending their transfer to Amey management and delivery.
- 3.6 It should be noted that when the cleaning contract was awarded to Ocean Cleaning, the Council achieved savings of approximately 89k per annum from the contract price when compared to the Annual Budget. A contingency of 13k was retained in case some additional Ad Hoc cleaning would be required.
- 3.7 From 1 April 2017 Amey commenced delivery of cleaning for the Civic Centre Buildings, Yeoman House and Walnuts Offices against an annual fixed fee budget, which for the 2018-19 period sits at £203.9k plus the contingency budget of £13k. This has been committed for the 2018/19 period against window cleaning and deep cleans of toilets, welfare areas and shower facilities across the Civic Centre site.

- 3.8 Amey's initial period of delivery on the Civic Centre cleaning contract generated some raised concerns from Civic Centre site users and this culminated in attendance at the Departmental Representative Forum to address the level of raised service issues and concerns. The primary point of issue was centred on the difficulty Amey were experiencing in the appointment and retention of cleaning staff as they were undertaking the contract responsibilities as a direct service provision and were not sub-contracting the works to the market.
- 3.9 Whilst the initial period of the contract realised service issues, the root cause was predominately aligned to the fact that a high percentage of existing cleaning staff chose not to TUPE over to Amey and the loss of experienced and knowledgeable staff negatively impacted on Amey's proposed expectation of their initial service delivery.
- 3.10 Whilst Amey's cleaning service initially realised a spike in tasks being raised through the Helpdesk, the service delivery is indicating a significant reduction in tasks being raised. From April 2018 to date there is a 73% reduction in tasks being raised against service delivery issues through the Helpdesk, as monitored through the Amey Concept task reporting system.



- 3.11 As indicated above, Amey are demonstrating a defined improvement in their management of the cleaning service, but their ability to consistently apply a 'Good' service delivery is impacted upon by delays in the backfilling of resource issues that are realised either through staff leaving or across periods of sickness and holidays.
- 3.12 The predominant reason for resource issues impacting upon the service delivery are that Amey's self-delivery model needs to be supported with greater resilience in the management and interim resourcing of staffing patterns as impacted upon by sickness, Annual Leave and access to experienced staff within a competitive local labour market.
- 3.13 Some of the cleaning service issues raised by users are also linked with the condition of the facilities making them appear unclean. This is due to the lack of programmed refurbishment schemes which have left many facilities looking tired due to dated and tarnished sanitary wear and well-worn floor areas.
- 3.14 An uplift programme to address toilet facilities within the East, West and Old Palace Wings is currently being scoped for delivery across 2019. The uplift will provide for a fresher environment and aid Amey in their being able to apply standards which will have a less jaundiced perception of cleanliness over condition.

- 3.15 Amey will additionally be requested to review the application of the currently delivered service specification, as the high density of users to facilities, particularly within the North Block and Stockwell buildings, predominately raise the highest number of recorded task issues. This could be supported with removal of facilities for the collection of single use plastics. A review of resource time allied to general recycling management time could mean that resources can be more effectively deployed with additional hoovering times etc.
- 3.16 Amey might also benefit from the undertaking of some 'Soft Market' testing around the cleaning service in order to better realise general improvements within the Cleaning Industry that could be employed.
- 3.17 Amey should also undertake a cleaning service customer satisfaction survey with site users and use it as a step to enhance customer engagement. Regular engagement with staff forums such as the Departmental Representatives will also foster a positive direction for improvement.
- 3.18 Amey are to review the display and management of the Cleaning Service Standards which inform users of scheduled cleaning routines and timed delivery of same. The introduction of these displayed schedules raised awareness for service users but the scheme slipped from the initially applied standards. It has therefore been subject to a phased area relaunch with enhanced Cleaning Supervisor monitoring.
- 3.19 The TFM Client Team will review its scheduled Quality Assurance Checks with Amey's Cleaning Supervisor to ensure that results are recorded, actioned and additionally monitored through the Service Operation Board monthly meetings.
- 3.20 Amey and the TFM Client unit remain committed to realising the best possible outcomes for users of the cleaning service and key factors to be addressed are:-
- A more resilient application of cleaning staff resources
 - Implementation of smarter working practices
 - Better service user engagement
 - Maintained monitoring through engagement of Amey and TFM Client Unit and availability to attend the Departmental Representative Forum Meetings, as requested
 - Delivery of the proposed uplift programme

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 All groups of users accessing the on-site facilities, particularly toilets, inc. staff, members, contractors and general public should have available to them clean and consumable stocked facilities.
- 4.2 The site also provides facilities under the Community Toilet scheme and any failure to adequately maintain these to a standard can call the Authority into a less than favourable light, owing to difficult decisions made around the scheme in concert with closure of public conveniences.

5. POLICY IMPLICATIONS

- 5.1 Moving to a Commissioning Authority is in line with the Council's Corporate Operating Principles and is key to achieving the Build A Better Bromley 2020 vision in ensuring that services continue to be provided as efficiently and effectively as possible, in light of the financial; pressures facing the Council over the next few years.

Non-Applicable Sections:	FINANCIAL IMPLICATIONS PERSONNEL IMPLICATIONS LEGAL IMPLICATIONS PROCUREMENT IMPLICATIONS
Background Documents: (Access via Contact Officer)	[Title of document and date]