



# Method Statement 2021

**Hastings Direct Services Organisation –  
Building Cleaning**



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# HASTINGS DIRECT SERVICE ORGANSATION - BUILDING CLEANING SERVICES

This proposal has been developed by the Waste and Cleansing Services department of Hastings Borough Council (HBC). It has been prepared with the full engagement of the current Business Support team, whose valuable experience and knowledge managing building cleaning services over the past five years has contributed greatly and been instrumental in its design. Advice and guidance on best practice and on the technical aspects of undertaking a comprehensive building cleaning service have been obtained by engaging with industry professionals, and consulting relevant available guidance, including BICSc.

Together we have drawn on the successful approaches used by many companies in England and believe that this methodology can provide an effective system of building cleaning that makes the best use of available resources.

The cleaning resources and frequencies proposed in this submission have been carefully considered and determined by a combination of factors including levels of footfall, the intended use of the building being cleaned, and required standards outlined in the service specification, to ensure that we use resources effectively and efficiently, thus avoiding unnecessary expenditure, while maintaining a high quality of service.

Our proposed Building Cleaning operation will be placed under the remit of Hastings Borough Council's Direct Services Organisation (HDSO) and will be operationally managed by the three supervisors currently in post. Quality control will be carried out by the Business Support team, who will act as a client to the building cleaning service by monitoring standards and providing feedback to the HDSO team.

# SERVICE TRANSFORMATION

The Waste and Cleansing Services Team recognises that the way our Offices, Sports Facilities, Carparks and Bus Shelters are kept clean has a considerable impact on the perception of those facilities to our staff, tenants, and customers alike. The quality of the local environment, in particular the standard of care taken to keep things clean, is one of the main barometers used by our customers to judge how well an area is being managed and its suitability as a place in which to live, work or visit.

## Output focused

The service that we have designed will focus on achieving high standards of building cleaning while making full use of resources currently available within HBC. In some cases, services that have traditionally be carried out by a mobile cleaning crew will be added to the workload of street cleansing operatives e.g. carpark park signs will be cleaned by the crew attending to the parking areas. This avoids duplication and reduces the overall cost of the service.



## Staff centric

In planning for an in-house building cleaning service, the team have put operational staff at the centre of the design. Competent, motivated, and valued staff are the most important ingredient to achieving consistent high cleansing standards. With that in mind, staff will receive regular training, they will be paid the accredited living wage instead of the national minimum wage, and they will receive the supervision and support that they need in order to excel in their respective roles.

## Joined up approach

In 2019, HBC introduced an in-house street cleansing service (HDSO). This service is now fully operational and achieving high standards in each of its areas of required output.

Reviewing the building cleaning specification, it is evident that a number of areas overlap between building cleaning and street cleaning. For example, HDSO currently cleans the parking areas of Priory Street MSCP, whereas the building cleaning service cleans parking signs, machines, and stairwells. This situation leads to confusions, duplication, or worse, the work not being completed.

It is for this reason that the new building cleaning service has been designed as part of HDSO. HDSO will operationally manage the building cleaning service, with staff reporting directly to the street cleansing supervisors. The Business Support team will continue to act as client to the service to ensure that quality is maintained at all times.

## Our proposal

This proposal details the way in which HDSO can deliver building cleaning services for HBC. If the Authority agrees to proceed with this option, it is intended to immediately begin consultation with staff to implement the process of change.

By adopting new working methods and the introduction of team working, an improvement to the current cleansing standard can be quickly realised. Full implementation will require the procurement of the equipment as specified in this proposal. If accepted and agreed, full transformation can be achieved in time for commencement immediately following the end of the current service - 1<sup>st</sup> April 2022.

# HEALTH AND SAFETY

Undertaking our operations safely and protecting our staff, partners, customers and the general public is essential to us and we are therefore committed to putting safety at the forefront of our operations. Robust health and safety frameworks including risk assessments, safe working guidance, contingency planning and staff training plans will be in place for the building cleansing service.



## Equipment

Our operatives will be supplied with the equipment that they need to undertake work safely and to the highest possible standard. Full induction and refresher training will be provided, and staff will use equipment in-line with manufacturer's instructions.

Risk assessments and safe working guidance will ensure that equipment is used safely and with consideration to other building users, for example, when undertaking floor cleaning using a wet mop, staff will be instructed to avoid times when the area has a high footfall, and to make sure that adequate signage is placed out to alert customers to wet floor risk. We will ensure that all tools and equipment are safe to use and are properly maintained in-line with instructions from the manufacturer.

## Uniform and Personal Protective Equipment (PPE)

The uniform and personal protective equipment issued will ensure that our operatives can perform their work safely and that they portray a positive image of the service. Our standard issue of uniform and PPE will consist of:

- Polo shirts and sweatshirts with HBC logo
- Gloves (different types available depending upon task and personal preference)



- Safety awareness cards to be carried by staff (e.g. Leptospirosis awareness cards to provide advice on how to reduce the risk of contracting Weil's disease).
- Safety goggles and face masks

## Vehicles

Vehicles used on the service will carry HBC livery advertising the MyHastings reporting application. They will be equipped with a fully stocked first aid kit, which will be checked on a monthly basis as well as after each use so that used items can be replenished and out of date items can be replaced.

Sharps boxes and hand sanitising wipes will be fitted in all vehicles. Daily vehicle checks will be undertaken with a record made of each inspection and any defects reported to the Supervisor for repair.

## Lone Working

Where lone working is required, our frameworks (risk assessments, training and procedures) will ensure that lone working is carried out as safely as possible in-line with guidance from the HSE. Communication with lone workers will take place to ensure contact is maintained at regular intervals.

For lone workers that will be away from the vehicle for a substantial amount of time or are manual on foot, mobile phones with a tracking facility will be supplied.



# STAFF DEPLOYMENT

As previously noted, HDSO place staff at the centre of its operation, recognising the need to have a good work life balance, an appropriate level of supervision, and enough training to empower our staff not only to carry out their respective duties, but to excel in those role. This section outlines how staff will be deployed on a daily basis.

## Weekday Working

By far the majority of cleaning work will take place between Monday and Friday. In most cases this work can take place during office hours as long as the activities do not impact on the use of facilities within the building being cleaned. However, where cleansing work would impact on the use of facilities (e.g. cleaning stairwells), this work will be carried out either side of office hours. The service has been designed to allow for a flexible approach to this work so that the needs of the building users and customers can be met without negatively impacting on their ability to make use of the space.

## Weekend Working

The normal building cleaning service has been designed to operate between Monday and Friday, with minor adjustments based on customer use and seasonal demand. There will however be occasions when weekend working will be required. A good example would be deep cleaning activities, such as carpet cleaning and floor polishing. Due the nature of these activities, it is far better to arrange for this work to be carried out when building users are not around. Equally most of the cleaning work carried out at sports facilities will be on the weekend. Where weekend working is required, this will be scheduled in advance to ensure that it does not impact on HDSO's operational capacity during the week.

## Bank Holiday Working

As with any other member of HBC, HDSO staff are not required to work bank holiday's as part of their normal duties. If staff are required to work over bank holidays, this will be arranged in advance, on a volunteer basis as overtime or TOIL.

## Seasonal Staff

Included within the specification are properties that are required to be cleaned on a seasonal basis. Our bid has included sufficient resources to cover this work. Instead of using agency cover, or temporary staff, the seasonal work will be scheduled in place of ad-hoc deep cleaning activities. If additional resources are required, then support can be drawn from within HDSO.

## Holiday, Sickness and Emergency Cover

As part of HBC's pledge to make the building cleaning service staff centric, all TUPE'd staff will have their service with the outgoing contractor recognised, and their annual leave allowance adjusted accordingly. Along with this, additional resource has been allowed for to cover sickness and emergencies.

In most cases, it anticipated that annual leave and sickness will be covered using staff working within HDSO, however there maybe occasions where this is not possible. When this is the case, we will use HDSO's current agency supplier "Smart Solutions" to provide the necessary cover. If agency staff are used, they will receive a comprehensive induction and the required training appropriate to their role before commencing work.

Table 1 outlines the assumptions that have been made to ensure that sufficient resources are available at any time to cover service demand.

**Table 1 - Holiday and Sickness Leave**

<b>Total working days/yr. *</b>	<b>260</b>
Av. Holiday entitlement/yr.	30
Bank Holidays	8
<b>Total Non-Working days</b>	<b>38</b>
% Holiday cover required	14.61%
% Sickness (permanent)**	10%
<b>% Total Cover required</b>	<b>24.61%</b>

\* 52 weeks x 5 days/wk. =260 working days

\*\* Target Sickness 8%

# BUILDING CLEANSING RESOURCE

The base of operation for the HDSO is Castleham Depot. The mobile cleaning team as well as any established HDSO resources used for carpark and signage cleaning will start and finish at this location. All vehicles and most equipment and consumables relating to the service will be stored at this location. Castleham Depot is also the office for the HDSO supervisors and the Waste and Cleansing Services Team.

Static cleaners will report to the building that they primarily service. The cleansing operatives for Muriel Matters House will also be responsible for caring for the Town Hall. In each building or facility being cleaned, a small stock of consumable and cleaning equipment will be stored following H&S guidelines, which can be replenished by the HDSO team when depleted.

Business support will retain its client function to the building cleaning service and are based in Muriel Matters House. Where issues or concerns are identified, these can be raised directly with the HDSO supervisory team by Business Support for rectification. It is anticipated that regular meetings will take place between HDSO Supervisors and Business Support to discuss the current and future needs of the service.

## Service Use Assumptions

In the preparation of this submission, we have made a number of assumptions in order to calculate the resources included. Our assumptions are that:

- The list of buildings and facilities that require cleaning is accurate in its measurements and description.
- The full time equivalent for a cleaning operative is 37hrs a week.
- TUPE'd staff will be paid the accredited living wage, which at the time of writing was £9.50 per hour.
- TUPE'd staff will having long service recognised and entitled to the equivalent level of annual leave. For the purpose of pricing, this equates to an average of 30 days per annum.
- TUPE'd staff will automatically be enrolled into the Local Government Pension Scheme (LGPS) but be given the option of opting out if they wish.
- Shifts start and finish locations will be from the depot, or in the case of static cleaners, their deployment location.
- The cost of capital equipment has been increased by 2.5% to allow for interest. The subsequent cost has been spread over 3 years, in line with the initial service term outlined in the tender documents.
- 2.5% has been added to the overall service cost to allow for inflation and bring the submitted bin inline with the 2022/23 financial year.
- Lastly, a 10% contingency has been added to the overall tender price, to allow for any variation in unknown areas such as consumable use. It is expected that this contingency would be reduced over the initial contract period as service costs are fully realised.

## Overview of Resources

The resources that are outlined below include the staff that are currently working for the building cleaning contractor which, if our bid is successful, would TUPE across to HDSO. Also shown are resources that have been allocated from HDSO's current fleet and staffing pool. Table 1 is an overview of staff required to operate each cleaning team outlined in our proposal.

**Table 1- Overview of Resources**

Description	No. of Teams	Drivers	Operatives	Days
Mobile Teams	1	1	1	Mon-Fri
Static Cleaners	1		1	Mon-Fri
Wash Unit	1	0.2	-	Mon-Fri
Small Mech.	1	0.1	-	Mon-Fri
Rapid Response - Fly-tips	1	0.1	0.1	Mon-Fri
<b>Totals</b>	<b>5</b>	<b>1.4</b>	<b>2.1</b>	

Table 2 shows the number of vehicles that will be required to carry out the service, the majority of which already form part of HDSO. The only additional vehicle that will need to be purchased is a mid-sized van. As per the cleansing specification, the van that has been specified complies with the ULEV requirements and is electric and can be charged at Castleham Depot.

**Table 2- Vehicle Quantities**

Team	7.5t Caged Tipper	Large Van	Medium Van	Small Van	Small Mech.
Supervisors	-	-	-	1	-
Mobile Teams	-	-	1*	-	-
Wash Unit	-	1	-	-	-
R&R/Fly-Tip	1	-	-	-	-
Small Mech.	-	-	-	-	1
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1*</b>	<b>1</b>	<b>1</b>
* Requires purchasing before the start of the service					

Table 3 gives an estimated overview of the consumables required to carry out the services. As HDSO hasn't operated building cleaning service before, these estimates are subject to considerable variation, and will be reviewed on a quarterly basis, and costs projections provide as part of HBC's normal budget setting process.

**Table 3 - Service Consumables**

Description	No. Units
Toilet Roll	20,000
Hand Soap	25
Cleaning Chemicals	25
Wet Floor Mop	5
Dry Floor Mop	5
Large Dry Floor Mop	5
Bucket	5
Broom	5
Cleaning Cloth	1,000
Sharps Kit	12
Waste Bags	1,000
Hoover	1
Misc. Equipment	250
T-Shirts	10
Jumper	10
Coat	5
Workman Gloves	450
Latex Gloves	3,000

# BUILDING CLEANING APPROACH

## Mobile Cleaning Round

The majority of buildings and leisure facilities outlined in the specification will form part of a mobile cleaning round. The round will comprise of one category B (car) qualified driver, with additional staff allocated to cover holidays and sickness.

The round will predominately operate Monday - Friday, with additional capacity allocated to weekend if required. The mobile cleaner will have access to a fully stocked, council liveried van that will be stored at the Castleham Road Depot, Castleham Road, SLOS.



The majority of cleaning consumables (e.g. clothes, gloves, toilet rolls etc.) will be stored at the depot and transported to the relevant building or leisure facility at the time of cleaning.

In line with the building cleaning specification, all vehicles used on this service will be electric (EV) by default and charged at their storage location (Castleham Depot). These vehicles will also be specified with front and rear cameras and will be added to the current HDSO's tracking system. This will allow for supervisors to identify where the vehicle is at any one point, as well as address any potential accidents or insurance claims that arise.

Mobile cleaning staff will undertake the full range of cleansing activities outlined in the specification, and over time will receive further training to undertake a wider array of duties that will add to the resilience of HDSO as a whole.

## Static Cleaning Round

In addition to the mobile cleaning round, there will also be a need for a number of static cleaners at certain locations, namely Muriel Matters House and Hastings Crematorium. These cleaners will report directly to the building that they are cleaning, and all materials required for the tasks they will be carrying out, along with any consumables, will be stored on site.

Each static cleaner will be responsible for the daily cleaning of their respective areas. From time to time additional assistance maybe required to carry out deep cleaning

activities. These will be planned in advanced and agreed with by the Business Support Manager.

Static cleaning staff will be fully trained to carry out the activities outlined in the specification. Additional staff on service will also receive the same training to allow for cover during times of sickness or annual leave.

## Other Cleansing Service Solution

As outlined in the introductory comments, there are a number of activities that have traditionally been carried out by the building cleaning contractor, that by their nature better sit within a street cleansing service. Within the specification, these include any cleansing activities carried out in carparks, as well as on bus shelters and signs. Our proposal is that this work be removed from the mobile cleaning and added to the workload of HDSO staff already in the area.

### Carparks

At present, carparks within Hastings are generally cleaned every day. A mixture of resources are used to carry out this function, including manual litter picking, mechanical sweeping, and jet washing.

All areas of the building cleaning specification relating to carparks, including cleaning stairwells, signage and ticket machines will be carried out by the town centre mechanical sweeping round, and supporting barrow hand.

### Bus Shelters, Signs and Monoliths

Currently HDSO's wash unit team is responsible for keeping the floor around bus shelters cleaner. Our proposal is to transfer the entire function of cleaning bus shelters to this resource, which will also include the removal of graffiti and flyposting.

In addition, it is proposed that the cleansing of signs and monoliths be added to the routine cleansing schedules of the teams in those areas. As the minimum cleansing regime is currently 6 weekly, in all areas, the service provided by HDSO would be an enhancement to the building cleaning specification.



By making use of established resources in this way, it avoids the service need to invest in, or hire costly equipment to carry out these functions effectively and leads to a far more comprehensive service than has been experience up until now.



# METHODS OF WORKING

As part of HDSO, our proposal has been designed with the aim of providing a comprehensive building cleaning service that will meet the needs of HBC staff, tenants, and customers. The service covers the full range of activities included within the specification, and encompasses council offices, carpark, bus shelters, signage, and monolith cleaning.

Service activities will be in accordance with BICSc cleaning standard definitions and will follow industry best practice. Where possible, the most environmentally beneficial option will be used to carry out the various functions of the service, this includes the selection of cleaning chemical, vehicles used on service, and planning mobile cleaning schedules in such a way so as to limit wasted vehicle movements.

## General

On a daily basis operational staff will inspect their areas of responsibility, making sure to remove any cobwebs, small stains or smudge marks on glass surfaces, windows, or mess facilities.

On a bi-monthly basis floors will be machine scrubbed, following the manufacturers guidance, to remove any stains or ingrained dirt. Every 6 months, carpets will be deep cleaned, and windows will be washed both inside and out.



Any issues identified by operational staff carrying out their routine duties will be reported to an HDSO supervisor. The Supervisor will inspect the issue, and in consultation with Business Support, will arrange for the situation to be rectified as soon as possible.

## Kitchen and mess areas

As part of the daily routine service, kitchen and mess areas will be maintained by either a static, or mobile cleaner. The cleaner will be responsible for washing and cleaning sinks, taps and surrounds, work surfaces, chairs, windowsills, and any equipment for staff use within the kitchen. In addition, vacuuming carpeted or vinyl floors and emptying waste bins will take place daily.

## Office areas

On a daily basis office areas will be inspected by cleaning staff, and any small jobs such as spot cleaning communal standing desks, or small stain removal on carpets will be carried out as required. Any larger issues will be reported to an HDSO Supervisor.

Carpets will be vacuumed on a weekly basis, with the majority of cleanings activities taking place monthly, including polishing furniture, filing cabinets and windowsills, vacuuming chairs, wiping down doors, surrounds, radiators, and pipework.

## Stair Wells

Within the specification, there are number of locations that require stairwells to be cleaned. As these are high footfall areas, with an increased risk of accidents taking place, cleansing of stair wells will generally take place outside of office hours.

The daily routine cleaning of stair wells includes wiping entrance doors to remove dirt and any finger marks, spot cleaning stair edging, vacuuming or washing stairs depending on the surface, and dusting and polishing the surround area to ensure that they are visibly free of dirt.

## Toilets

As a high use area of any occupied building or facility, thorough toilet cleaning is an essential part of the service that HDSO will provide.

The daily routine service will include mopping floors with disinfectant removing all stains from doors, wall tiles, wash basins, diving cubicle walls, taps, mirrors, shelves, urinals, WC pans, seats, and hand dryers. The cleaning staff will check and replenish depleted consumables such as toilet roll and soap and ensure that sanitary bins are emptied as required.



While cleaning is being carried out, the toilet facility will be temporarily closed off and signage placed out to advise customers to use an alternative bathroom. In buildings with a static cleaner, the staff will check the toilets on a regular basis and address any issues to ensure that hygiene is maintained.

## Meeting rooms

On a weekly basis, meeting rooms will be vacuumed, and carpeted areas will be spot cleaned as necessary. Each month, the desk and table tops will be dusted and polished, and radiators, doors and surrounds will be wiped clean. As meetings rooms are often in use, these activities will be carried out during a time that will not impact on the normal operation of the office building.

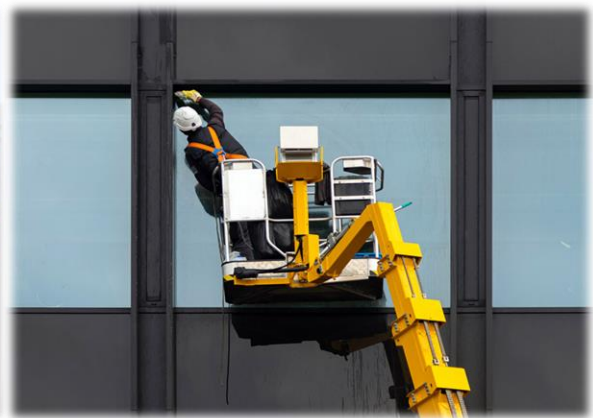
## Waste Removal

As per the specification all waste originating from council offices, sports facilities or light commercial units will be collected and transferred to the designated on-site bin. This also includes sanitary bins that will be provided in the female toilets. Any hazardous or infectious waste will be removed by a third part specialist contractor.

Waste that is generated or collected as part of the carpark, bus shelter, and signage cleaning will be removed by a designated HDSO mobile team. All waste that is collected will be transferred to a licenced facility and correctly disposed of in line with relevant legislation and guidance provided by the waste disposal authority.

## Window Cleaning

Window cleaning will form part of the wash unit's duties, scheduled to the frequency outlined in the specification, and carried out at times that will not impact on the operational used of the building or facility. Ground level windows will be washed by hand both internally and externally. All surfaces, including surrounds and frames will be damp wiped, dried, and left streak free.



Where it is not possible to reach windows from the ground level, which primarily effects Muriel Matters house and Stirling Road, a third-party contractor will be employed to carry out this function on behalf of HDSO. The contractor selected will have the appropriate training and have access to the right equipment to ensure that windows can be thoroughly cleaned without putting operatives at risk. The cost of subcontracting has been included within our bid.

## Deep cleaning

In addition to routine cleansing activities, throughout the year, HDSO will programme in a schedule of deep cleaning to address any long term build up of dirt and to carry out necessary maintenance on kitchen equipment. Specifically, activities include deep cleaning carpets, polishing floors and scrubbing kitchen equipment such as fridges, microwaves, and dishwashers.

As these activities tend to be more disruptive than routine cleaning, HDSO Supervisors will liaise with Business Support to schedule the work in when it will cause the least impact on the daily use of the relevant building or facility. In some cases, this may result in the work being completed outside of office hours.

## Carparks

Currently HDSO is responsible for cleaning the parking areas of each HBC owned carpark. Our proposal is to make use of the current resources in place to carry out the duties outlined in schedule 2.

These duties include the daily cleansing of stairwells and lobby areas, as well as sweeping out lifts. On a weekly basis these areas will also be washed down and disinfected. At the same time the cleanliness of tariff board, ticket machines, guard rails and windowsills will be monitored and cleaned as required, to a minimum frequency outlined in the specification.

HDSO is ideally suited to carry out this work not only because of the staff that visit the site daily, but also because of the equipment available to carry the various functions. Of particular note is the Johnson CN202 mechanical sweeper pictured to the right.



This machine was introduced at the start of HDSO's operation in 2019 and has been an invaluable tool to keep the carpark clean. Not only does it have front brushes and a large vacuum unit for cleaning large areas, it also comes equipped with a wonder hose and lance, which can be used to remove litter from tight spots and wash down difficult to reach areas such as stair wells.

Any large quantities of litter collected as part of the cleansing operation will be bagged up and placed next to the litter bins in the carpark, for collection when HDSO cleansing staff attend to empty the litter bin on that day. This ensure that litter is not left in the carpark for an extensive period, and avoids additional journeys being carried out by the mobile cleaning round.



## Bus Shelters and Sign Cleaning

In addition to carpark cleaning, HDSO's wash unit, supported by our four mobile cleansing teams, will be taking on the duties outlined in schedule 3, to clean bus shelters and various signs within the Borough.

At present these services operate throughout the Borough every day of the week. The additional work will be scheduled to fit in with the current cleansing rounds, and in most cases, are an enhancement to the frequencies outlined in the specification.



These teams are well equipped to take on this work, and in the case of the wash unit, already carries out ad-hoc bus shelter and signage cleaning when the current contractor is unable to adequately fulfil the function.

The wash unit is generally comprised of one operative, thoroughly trained in the use of HDSO's van mounted high temperature pressure wash, along with the various chemicals and paints used in graffiti removal and deep cleaning activities. This equipment is ideal for removing most stains and graffiti that the service will be confronted with.

Additionally, these areas will be monitored by the street cleansing mobile teams when they are in the area. The minimum cleansing frequency in Hastings is 6 weekly, which exceeds the frequencies outlined in the building cleaning specification.

The mobile teams are equipped with various items of cleansing equipment and can deal with a high proportion of the routine work outlined in the specification including wiping down bus shelter seats, removing flyposting and small amounts of graffiti and litter picking around the shelter. Deep cleaning of bus shelters will be carried out by our wash unit.



All of the "Welcome to Hastings" signs and Monolith's are located in high footfall areas, and as such are already subject to increased cleansing frequencies. It is anticipated that these items will be added to the routine work of the closest cleansing team with minimal impact to their operational output.

# MONITORING AND SUPERVISION

Due to our many years of experience of monitoring and working with various building cleaning contractors, we are acutely aware of the most challenging activities associated with cleaning our buildings and the methods that should be used to overcome such challenges.

As part of HDSO, the new building cleaning service will be operationally managed by the established supervisory team. This team is a critical part of ensuring that operational staff are well trained, received the required support, and remain motivated while carrying out their duties.

At present, there is a supervisor on duty between 6am and 8pm, seven days a week. At no point during building cleaning operations will staff be left without a point of contact to escalate issues they may have, or just to ask questions.

Throughout the working day, HDSO supervisors will carry out regular inspections of the areas included within the service. The aim of this is to ensure that the quality of service is at the agreed standard, and to address any issues that operational staff or customers may have.



As previously mentioned, the Business Support team will act as an internal client to the service. Regular meetings will be established at a frequency agreed upon and attended by both the client and HDSO supervisors.

The purpose of these meetings is to discuss work that has been carried out, to identify any concerns with the service and consider any future demands on resources that may be required. A meeting agenda will be prepared in advance and notes/minutes will be recorded. Evidence of all supervisors' monitoring documentation (inspection and monitoring forms) for the previous 7 days will be provided to the service manager, at the team meeting. The meetings will provide an opportunity to discuss the service achievements against set targets to enable monitoring resources to be re-focused or intensified where necessary.

We fully understand the importance of effective performance monitoring systems and of the benefits they bring to the services provider, the Council and the end users of the service. Of critical importance is to ensure that the objectives of such a system are clearly understood and concisely defined since an ill-conceived system may be detrimental to the relationship between the Authority and the customer, impair service delivery and have an adverse effect on staff morale.

We believe the following key design principles and objectives form the basis of user customer centric, robust, and effective performance management framework:

- To ensure full compliance to the agreed specification and adherence to specified service levels.
- To provide transparent, tangible, and objective proof of our own performance.
- To ensure statutory and legislative compliance as well as providing focus on service, user needs and positive outcomes.
- To ensure flexibility in how resources are utilised and that the service delivered remains closely aligned with the needs of the Council and those of the service end-users.
- To allow for regular evaluation for continuous improvement

For these objectives to be realised there are a number of guiding principles which we believe are key to establishing a successful performance framework.

### **Simplicity**

The results must be easy to analyse and unambiguous. Measures should be focused on a few key output and outcome performance indicators at the culmination of the service delivery process.

### **Efficiency**

The resources employed and cost of collecting the data must be modest. Data collection mechanisms should form an integral part of the service delivery process.

### **Robustness**

All collected data must be fully transparent, auditable and substantiated. The whole process from data collection through to service delivery must be clearly identified.

### **Equity**

The system should accurately and resolutely highlight all service failures. There must be a realistic opportunity to rectify errors. There should be recognition that perfection is not a realistic standard or service level.

### **Customer Focused**

It must encompass a realistic appreciation of the Authority's and end-users needs and requirements. The system should reflect the degree to which the service is delivering and what the customer requires. The system should be tailored to specific requirements.



# APPROACH TO CUSTOMER SERVICES

We consider it vitally important to ensure that all staff engaged in the delivery of the service is fully aware of the specific strategic objectives, the performance targets we are aiming to achieve and understand their role in maintaining and developing future success.

A critical part of this is good customer care in day-to-day dealings with customers and an understanding of HBC's expectation of them to be polite and courteous at all times as well as a clean and tidy appearance. All staff will be provided with a uniform which they will be responsible for keeping clean. During the implementation phase and thereafter, staff will receive regular briefings and communications on the importance of their specific role within the service.



Should our proposal be implemented, we understand we will be required to demonstrate an ability to provide high quality services in all areas throughout the borough, and to show an ongoing commitment to continually improving those standards. HDSO is fully committed to delivering excellence and have identified the main themes sequentially below which are considered most important.

- Setting clear standards for service performance and effectively monitoring these standards.
- Putting the customer first. HDSO will place residents at the heart of everything they do.
- Making sure communication and information is presented in Plain English to customers, following the corporate communication tool and in-house writing style.
- Significant unavoidable changes made to the service are publicised.
- Encouraging the reporting of service issues and then dealing with them in a sympathetic and efficient way. For example, keeping noise levels to a minimum.

- Listening to customers and acting on their views or concerns about the service being provided.
- Making sure that the service delivers value for money. This is the underlying principle of the service design, the importance of which has never been in such sharp focus as it is now.

HDSO will work to maintain corporate values and a service culture that is founded on the highest level of customer service and customer care. It is seen as a two-way commitment between the Management and operational staff recognising that both have a role to play in delivering a good service to the public.

# I.T INTEGRATION/ APPLICATION

Initially the building cleaning service will be introduced following the current processes that are in place. In most cases this involves using phone calls, emails, and face to face meetings to issue instructions, report issues and to deliver training. To facilitate this, each member of staff will be issued with an HBC mobile phone.

In time, as resources allow, we will work with the Transformation Team to add building cleaning to the established BORIS and DORIS workflow management systems, which allow customers to report issues directly to HDSO via the council's Granicus system, for supervisors to allocate tasks as they arise and for operational staff to update the system when the job has been completed.



# SERVICE COMMUNICATIONS/ EDUCATION

We believe that influencing behavioural change is an important tool in reducing the demand for particular services. The main audiences that will need to be engaged and communicated with as part of the service delivery are:

- Our customers - building tenants and facility users: to engage them in positive behaviour change and encourage reporting of cleansing issues that need to be addressed.
- Our staff: to ensure they understand what is required of them and act as ambassadors for the service.
- The Authority: to work jointly to plan and monitor service delivery.

## Customers - building tenants and facility users

We believe it is important that our customers are engaged to encourage positive behaviour change in relation to the cleanliness of the buildings they occupy and facilities they use. Working with the Business Support team, we will regularly communicate with our customers to encourage good housekeeping and appropriate behaviour, as well as to outline any potential service changes or disruption that could impact on the building or facility.

We anticipate that this will include communications in relation to new services and service changes as well as ongoing engagement activities to gain feedback on the services and encourage reporting of issues. We will also constantly review how new and emerging technologies can redefine how we deliver services and streamline our interactions with customers. This level of responsiveness can significantly increase customer satisfaction, as customers feel informed and valued.

## Staff Engagement

To achieve our objectives and deliver a quality building cleaning service we need to engage with employees and the unions if appropriate to motivate them to be committed and passionate to perform at the highest levels every day. Central to our approach is establishing effective channels of communications both upwards and downwards across the service. We will use staff meetings to engage employees across the service and gain feedback on their views and ideas, satisfaction, and motivators.

The feedback that we receive from this helps to design how we can foster responsibility and high performance from staff and allows us to deliver better and a more consistent service to the Authority and the public.

We will have staff notice boards to deliver key messages and highlight staff engagement, recognition and possible reward schemes, in addition to communicating continuous development opportunities. There will also be regular leadership and management meetings, staff briefings and toolbox talks which will include imparting specialist or technical knowledge in a particular area or discipline. We will actively encourage staff involvement in generating new ideas for the service delivery and becoming more involved in decision-making. Staff suggestion schemes will operate across the service.

# ADDED VALUE

Through the development of this proposal, we have set out our in-house approach to delivering effective and efficient building cleaning service for HBC. We believe that our proposed methodology and operational system offers added value benefits to the Council, which are not part of the current operation.



Key to our added value is the ability to work in co-operative relationships with other services within the Authority, such as Business Support, Building Managers, IT, Transformation and HR. Developing true partnerships with these stakeholders will be a hallmark of HDSO's approach. Experience has shown that collaborative working is essential where major innovation and change is sought or where requirements are likely to change significantly over time.

We will manage these relationships on the principles of operational collaboration, seeking in all circumstances, to add value for the staff, customers, and other stakeholders. Over and above the cultural and service benefits that arise through adopting an operational partnering approach, we believe that partnerships have the potential to create step-changes in service outcomes. We aim to promote a collaborative style of working within our organisation and with these partners, between our staff and those they serve, with customer organisations, and with the communities in which we work.

Additional benefits of an in-house service will include:

- Staff centric - the current contracted staff will be TUPE'd over to HBC and have access to the same benefits of any other council employee, these include being paid at least the accredited living wage, access to the Local Government Pension Scheme (LGPS) and access to the staff discount scheme.
- Flexibility in the service - able to make changes to schedules without additional penalties incurred when making variations to the contract. With an external contract, all schedules are fixed and therefore changes, and variations have additional and often have significant cost implications. At worst, the contractor will simply refuse to make the

changes regardless of the benefits to the council and residents; something recently experienced with the current contractor.

- Enhanced monitoring of the council properties- operating our own in-house service will quite literally place our staff in every corner of the borough during each working day. Our cleaning staff will be able to report on the condition of council buildings, allowing for preventative work to be carried out, thus reducing the potential long-term issues developing.
- Eventually we hope to have more control and confidence of the back office to operational staff IT communications - monitoring and reporting IT applications are invariably provided by the contractor and are very often unreliable with frequent breakdowns often taking too long for the contractor to rectify, leading to a communications and integration breakdown.
- The opportunity to take control and take advantage of commercial opportunities around the borough (e.g. commercial office cleaning)

We encourage and celebrate flexibility, innovation, change, open two-way communications, teamwork, collective ownership of solutions and lateral networking.



# APPLICATION OF METHOD STATEMENT

This Method Statement is to be used in the strategic considerations and direction of HBC. We recognise the importance of the document and will continue to reference and review it continuously particularly during the development of the building cleansing service and in the consideration of new innovation and approaches. This will ensure that we provide a consistent approach to meeting the required standards and monitor progress against agreed deliverables.

# SERVICE COSTS

Table 4 outlines the annual service cost of providing building cleaning in-house via HDSO.

[REMOVED FOR SUBMISSION - PLEASE REFER TO SERVICE COSTING SPREADSHEET]