

### **Case Study – Royal Holloway University of London (RHUL)**

We commenced contract operations at this site on 3rd September 2012. Our Operations Director, Del Simpson, was appointed as the Project Manager.

RHUL is a very busy university, with the vast majority of buildings being contained within the Egham campus (satellite building in central London). The contract remit includes daily and periodic cleaning of academic buildings in excess of 50,000m<sup>2</sup>. Meetings with the client prior to contract commencement elicited the following key facts:

- There was a genuine desire to forge a partnership.
- The incumbent Contract Manager was an able and motivated individual, but did not feel properly supported by contractor. Additionally, the client was concerned that this individual would leave post.
- The client was concerned about the attitude of some of the incumbent team.
- Periodic cleaning had completely stopped.
- It was imperative that the daily cleaning of academic areas be completed before 09:00. The shift cleaning time is 06:00 – 14:00.
- Campus buildings are busy throughout holiday periods.
- A number of high profile buildings host conferences and courses almost every weekend.

During the project management phase of contract commencement (August – December 2012) the following critical action was taken:

#### **Pre 03/09/12:**

- Extensive site reconnaissance by the Hayward Services Operations Director and Chairman (to rapidly assimilate site specific issues).
- Several client meetings were held prior to 3<sup>rd</sup> September.
- Discussions were held with the incumbent Contract Manager. Initial impressions of this individual were favourable and the Contract Manager was respected and liked by the client so we spent a considerable amount of time discussing Hayward ethos and methods in order to convince this individual (who had alternative job offers) to transfer employment to Hayward Services.

- The TUPE process was managed very closely to ensure as smooth a transition as possible.
- A large allocation of equipment and materials was delivered to site prior to contract commencement. This was done under the supervision of our Operations Director and Chairman, again, to ensure continuity of service delivery.

**Post 03/09/12:**

- Our Operations Director (Del Simpson), supported by our Chairman (Eddie Gordon) attended site daily throughout first few weeks of summer holiday and the autumn term. In addition to managing the site uplift, all onsite employees were retrained in proper cleaning methods and the incumbent management team (Contract Manager, Site Supervisor and Assistant Supervisor) were re-energised and retrained where necessary.
- An initial deep clean of some key areas of the site was conducted. Around £5,000 of Hayward funds were spent delivering additional hours of labour via our full time Mobile Technicians. This initial uplift was necessary to reset the expectations of the site cleaning team and meet the needs of the client.
- A new periodic cleaning programme was instituted. This includes weekend cleaning to allow a proactive floor maintenance regime. A proper programme of floor maintenance is critical to the overall appearance of public buildings and the weekend work is being supplemented and enhanced by the daily use of ultra-high speed straight line burnishing machines.
- Labour was reorganised to focus on pre 09:00 tasks but also to make better use of post 09:00 labour. Some additional tasks have been carried out free of charge from within this labour resource. It is important to note that this has not required addition of extra hours of cleaning. Labour resource has simply been better targeted at key tasks and where there was downtime additional tasks have been added to improve standards. For example, a programme of machine scrubbing toilet floors in the second half of the shift has been introduced.
- A programme of inspections and meetings with building superintendents has been instituted. This means that we have 10-12 'sub-clients'. Campus Services are delighted with this because it means that there is a dialogue between the cleaning company and the building users and issues are tackled proactively before Campus Services are even aware of them.

- The incumbent cleaning operatives were mostly committed reliable individuals. However, there were a minority with a poor attitude to the completion of their duties. We have focused on disciplinary process for these few. Previously the enforcement of discipline had been lax and the practice of appealing against all disciplinary measures and raising grievances against the Contract Manager to counter disciplinary measures was commonplace. Consequently, the Contract Manager felt undermined and unsupported. Our Managing Director and Operations Director have personally assisted the Contract Manager in the resolution of the grievances and disciplinary processes for this small minority of operatives. This has required considerable input from our employment law advisers, Peninsula Business Services. A competent Contract Manager now feels supported and empowered and this is critical for successful service delivery.
- A carpet spot cleaning regime has been established. During our tender site visits and on subsequent visits to site we noticed that there were a large number of unsightly stains on carpets across the campus, particularly near vending machines/catering facilities. Whilst large scale cleaning of carpets can only be conducted at the weekend, we have introduced the daily use of a small wet extraction machine to tackle this problem. We have already received favourable comments regarding the impact of this routine.
- Proactive cleaning techniques have been introduced, working alongside building superintendents. For example, the daily use and extended opening hours in the Sports Centre have always made cleaning tricky. However, we liaised with the Sports Centre management team and have agreed a weekly slot to facilitate scrubbing of the Sports Hall and changing room floors.

The Project Manager completed the handover to our operations team in December 2012. This handover included client meetings with our Operations Director and our Managing Director, Stuart Walker.

The cleaning team at site, under the guidance of the Contract Manager and our Operations Director, continue to deliver a proactive, flexible and responsive cleaning service that delivers the highest standards and offers best value. In December 2012 we undertook further targeted remedial works to improve the appearance of floors. Just a few months into contract operations our client, Campus Services Manager John Brannan, was very happy to act as a referee.

Our senior management team continue to attend regular meetings with the client in order to promote a partnership environment. Additional tasks have been added to the contract but we have been able to absorb many of these without additional cost being incurred by RHUL.

We continue to work with the University to develop a Service Level Agreement that best fits the needs of the building users. During the latter half of 2014 an independent consultant worked with RHUL and Hayward to assess contract performance and document the new specification (all parties were in agreement that the specification was outdated and no longer truly reflected the needs of the university). The process took around five months and the Hayward Managing Director and Operations Director were heavily involved. The conclusion of the consultant was that RHUL is receiving best value and the contract is being operated within a partnership environment.

The following is a quote from the executive summary produced:

**“The approach by all parties has been excellent and one of the best projects this consultancy has worked on. It is important to note that Hayward have absorbed a number of additional costs to demonstrate their commitment to the contract and RHUL”**