

FAREHAM

BOROUGH COUNCIL

Report to Streetscene Policy Development and Review Panel

Date 11 July 2013

Report of: Director of Street Scene

Subject: CORPORATE CLEANING CONTRACT

SUMMARY

The purpose of this report is to update Members on the performance of the Corporate Cleaning Contract that was awarded to Fountains Environmental Limited (now OCS) on 10 January 2011.

RECOMMENDATION

Members are requested to note the contents of the report.

INTRODUCTION

1. The purpose of this report is to update Members on the performance of the Corporate Cleaning Contract that was awarded to Fountains Environmental Limited.

BACKGROUND

2. At its meeting on 10 January 2011, the Executive awarded the Corporate Cleaning Contract to Fountains Environmental Limited, being the most economically and technically advantageous tender received. The contract was awarded for a five year period starting on 4 April 2011.
3. On 23 January 2012, Fountains Environmental Limited went into administration. Almost immediately, OCS Group UK Limited purchased certain parts of the business and assets of the Fountains Group from the Administrators, which included the Council Corporate Cleansing Contract.

SCOPE OF THE CONTRACT

4. The Corporate Cleaning Contract includes the following establishments:
 - Housing Establishments - 64 separate sheltered and non-sheltered places of multiple occupancy
 - Ferneham Hall - toilets, offices and associated rooms
 - Council Depot - toilets, offices and associated rooms
 - Public Conveniences - fifteen across the borough
 - Pavilions - six pavilions (& one chapel)
 - Car Parks - toilets, offices and associated rooms along with stairwells, lifts and lobbies
 - Town Centre - main shopping area of West Street
 - Civic Offices - window cleaning only.
5. Broadly speaking, the following tasks are undertaken and categorised as:
 - General cleaning of offices and associated rooms
 - Cleaning housing communal areas, car park lobbies and stairwells, sports changing rooms
 - Cleaning public toilets, along with opening and closing
 - Window cleaning
 - Cleaning of wheeled refuse bins
 - Gum removal and specialist street washing
 - Temperature checking and flushing for Legionella control
 - Single ad hoc clean-up operations.

GENERAL PROGRESS UPDATE

6. The day to day running of the cleaning contract is undertaken by the Council's Monitoring Officer, Angie Ostler. Angie is the single point of contact for all the departments that have work undertaken as part of the contract. This works well and prevents individuals going directly to the contractor, which may have resulted in confusion.

7. Any complaints that are received are logged and passed on to OCS (Fountains) for action. In addition, random monitoring is carried out to ensure standards are maintained. A summary of complaints from residents (excluding housing tenants) can be found in Appendix A and the random monitoring results in Appendix B.
8. This report provides a detailed assessment of the performance of the contract for the year 12/13 (Apr 2012 - March 2013). The contractors performance is reviewed below over the various establishments :-

Ferneham Hall

9. The cleaning of Ferneham Hall is undertaken on a daily basis. It involves ensuring that primarily those areas seen by the public such as the foyer, Auditorium, Octagon lounge and bar area are cleaned to a high standard at all times.
10. There were a few performance issues for the first year of the contract mainly due to employees not turning up at the weekends and subsequently not letting the supervisor or Ferneham Hall staff know. This has now been resolved and generally the Manager has been satisfied overall the standards, and the performance of the cleaners have been maintained.
11. Meetings are held between the Ferneham Hall Manager and OCS (Fountains) on a quarterly basis, where any current issues can be addressed.

Council Depot

12. The cleaning at the depot is undertaken by two designated cleaners who attend each morning. The areas to be cleaned include the offices, kitchens, shower rooms, communal areas and changing areas for the operatives.
13. Generally, the standards have been satisfactory, but the cleaners do require supervision by the Council's Monitoring Officer in order that certain elements of cleaning are not forgotten.
14. Considering that the Supervisor is located at the Depot three days a week, it is something that requires further discussion with the Regional Manager.

Public Conveniences

15. There are fifteen public conveniences that are contained within the cleaning contract. The toilets are open seven days a week all year round except Christmas Day and New Years Day. The opening and closing times vary depending on the time of year. The frequency of cleaning also varies from one visit a day to four visits. Each site receives a thorough clean followed by, one, two or three inspections and re-clean. All sites receive a deep clean every quarter. The contractor also carries out small repair works such as changing light bulbs, replacing toilet roll holders, toilet seats and removing graffiti.
16. There are two mobile cleaners that clean the toilets during the week, and a part time cleaner at the weekends. The cleaning is undertaken across two shifts with one cleaner opening and cleaning the sites in the morning and then the second cleaner taking over and starting at 1.30pm.

17. There had been issues with the staff who were cleaning the toilets, which resulted in an increase in complaints regarding the standards of some of the sites. This has now been resolved as new members of staff have been employed and the standards have improved. For each site, the cleaners now complete a sign in-out sheet, which informs the Contracts Manager and Councils Monitoring Officers the time the site was cleaned and checked. Also any issues that are found at the time of the visit are recorded.
18. A request has been received from the Contractor with regard to reviewing the amount of cleansing frequency at some of the toilets. It has been suggested that maybe there could be fewer visits but longer times being spent cleaning when the actual visits take place.

Pavilions

19. There are seven pavilions located on various recreation grounds across the borough and are primarily provided for football and rugby players in the winter and cricketers in the summer. These pavilions are cleaned on a weekly basis during the week in readiness for the following weekend fixtures.
20. All teams using the Council's facilities are asked to leave them in the condition that they found them. There are also brooms and brushes available so that floors can be swept after use. Generally this is undertaken but, during the winter months, the pavilions require more cleaning due to the muddy boots which are often not removed prior to entering the building.
21. Generally, the cleaning has been good, although on occasions the cleaners have reported that the sporting clubs are leaving the changing rooms in an unacceptable condition. Those clubs responsible have been contacted.
22. Soon after the contract started it was clear that the pavilions needed an annual deep clean. This was not in the original specification but it has now been included in the contract.

Car parks

23. There are two car parks that are cleaned, including the recently built one at the end of Civic Way. Daily cleaning is undertaken of the lifts (internally and externally), stairs, landings, lobbies, windows, ticket machines & shelters. Cleaning, including the carpets and windows is undertaken in the control centre which is located within the multi-storey car park next to Ferneham Hall. Deep cleaning of the carpets is undertaken yearly and the cleaning of the windows four times a year.
24. Overall, the cleaning has been satisfactory, attracting very few complaints.

Civic Offices

25. The cleaning at the Civic Offices contained within this contract only relates to the cleaning of the windows on the inside of the building on floor 1-9, the ground floor windows are cleaned internal/external quarterly as per contract. Other elements of cleaning are undertaken by staff directly employed by the Council.
26. There hasn't been any issue with the window cleaning generally, other than the fact

that on occasions items have been left on the window sill preventing the cleaning of the windows.

27. In addition to this, the appearance of the window once cleaned doesn't always look good as the external areas of glass are never cleaned so dirt and smears are still present.
28. It has therefore been agreed that the windows (floor 1-9) which were cleaned on a bi-monthly basis are now cleaned once every 3 months but ground floor internal/external windows has been increased to monthly. There has been no adjustment to the overall cost but the cleanliness of those areas most seen by customers to the Civic Offices has greatly improved.

Housing establishments - General Purpose Maisonettes/ Flats

29. There are eighteen General Purpose Maisonettes and eight General Purpose Flats. These sites are cleaned on a weekly basis, involving sweeping, mopping stairs, cleaning of landings and handrails, bin stores, removing cobwebs, external window cleaning etc. They are cleaned by two cleaners Monday - Friday.
30. The contractor has prepared a detailed schedule which provides information on which site gets cleaned on which day, enabling the block captains and residents to know when the cleaning is to be carried out.
31. Some of the maisonettes and flats have key entrance doors, while others lead straight into the stairs and landing. The material of the stairs is non-slip concrete, which continuously causes problems with the cleaning in that sweeping with a broom can be managed but the use of a mop cannot clean the stairs and landing as well as it should.
32. Alterations to the cleaning regime of these floors have been made. The monthly clean is now a six weekly deep clean but using a pressure washer instead. This has given a slightly better result. Ultimately, the Housing department are looking at replacing the surface of these floors with a material that can be cleaned more easily.
33. In order for Housing Officers to communicate with residents some of the blocks have Block Captains. In order to obtain satisfaction levels, cards are left with the block captains by the cleaners after their weekly cleans have been completed. The block captains then send them onto the Housing Officers for collation. If there are any issues then they are discussed with the Council's Monitoring Officer.

Housing establishments - General purpose flats

34. The General Purpose accommodation consists of low level flats. These are generally for single occupants or couples with no children. Most of the blocks within this category have block captains, and the satisfaction cards are dropped into their doors for feedback. Generally, the standards are good.
35. These flats are cleaned once a week by two cleaners. This includes sweeping, mopping stairs, cleaning landings and handrails, removing cobwebs, bin stores and external window cleaning.
36. The flats have a key entrance door; the material of the floor is non-slip rubber, which is

easy to clean and maintain. The issues that are found here are plants and mobility scooters in corridors and landings, making access quite difficult. This issue has been brought to the attention of the housing officers.

37. Some of the bin store areas are in the basement area of the flats and there can be several refuse and recycling bins located in there. Old furniture and other bulky items are also placed in there which can cause an issue when attempting to clean. This is reported to the Housing Officers so that arrangements can be made to have these items removed.
38. Other housing sites have small bin stores that have one or two wheeled bins inside, but in some, residents put personal items in them. The cleaners have to remove the bins before any cleaning can be carried out.

Housing establishments - Sheltered housing (staffed and non-staffed)

39. Generally, all sheltered housing sites have either wardens that are based on site or they have mobile wardens who visit regularly. This helps a great deal in ensuring that cleaning standards are maintained as there is an element of supervision on site and any issues can usually be rectified at the time. Due to this fact cleaning standards are generally very good.
40. The areas that are cleaned are mainly communal areas such as lounges, corridors, kitchens, stairs and landings, and external/internal window cleaning but not internal resident's flats. There are also communal bathrooms, offices and laundry rooms. Individual flats are not included as part of the contract as they are the responsibility of the residents.

Housing establishments - Customer satisfaction

41. Meetings are held with OCS/Fountains and representatives from the Housing Department every quarter; these include the Housing Manager, and two Block Captains. The meetings give both sides the opportunity to deal with any issues, propose any improvements and provide positive feedback to OCS/Fountains. The Housing Manager also discusses data regarding the latest satisfaction levels which has been gathered following housing officers' visits and feedback from wardens and block captains.
42. During May, OCS/Fountains and FBC Officers attended a Block Captain Forum meeting at Ferneham Hall. This meeting was an opportunity for all of the Block Captains to speak to the Regional Managers of OCS and speak directly about their concerns.
43. Cleaning staff undertake work in housing areas, on completion they leave a satisfaction card for block captains to fill in and return, recording their level of satisfaction. The results for the last four quarters can be found below.

Feedback April - June 2012 inclusive

General Cleaning	Inspections	satisfied	% satisfaction
North West Fareham	70	49	70%
Portchester & SW Fareham	69	44	64%
Stubbington & SE Fareham	87	83	95%
Western Wards	52	39	75%
Total/Average	278	215	77%

Feedback July – Sept 2012 inclusive

General Cleaning	Inspections	satisfied	% satisfaction
North Fareham	92	44	48%
Portchester & SW Fareham	51	33	76%
Stubbington & SE Fareham	132	100	76%
Western Wards	94	71	76%
Total/Average	369	248	67%

Feedback Oct -Dec 2012 inclusive

General Cleaning	Inspections	satisfied	% satisfaction
North Fareham	74	55	74%
Portchester & SW Fareham	94	83	88%
Stubbington & SE Fareham	169	156	92%
Western Wards	69	63	91%
Total/Average	406	357	88%

Feedback Jan –March 2013 inclusive

General Cleaning	Inspections	satisfied	% satisfaction
NorthWest Fareham	57	41	72%
Portchester & SW Fareham	91	66	73%
Stubbington & SE Fareham	85	74	87%
Western Wards	68	55	81%
Total/Average	301	236	78%

44. It would appear that generally satisfaction levels are reasonably good, although it seems to fluctuate from quarter to quarter. There is still scope for improvements.
45. A number of complaints have been received regarding the window cleaning, bin stores and general attention to detail and it is possible that these elements of work that are bringing the overall satisfaction levels down.

Town Centre/Street Washing

46. In West Street between The Brass Monkey public house and Westbury Manor Museum, OCS/Fountains are contracted to undertake a monthly street wash and quarterly gum removal. It is only the areas that are paved with York stone that are cleaned and not the cobbled stone areas. This is due to the problem with the sand/grit between the cobbles being lost over a period of time causing loose cobbles.
47. The street washing is done by a ride on machine and can be completed in two days. This is carried out very early in the morning.
48. During the months between Nov and February the street washing is not always carried out due to potential problems with temperatures going below freezing and increasing the likelihood of slips and falls.

ISSUES THAT NEED FURTHER ATTENTION

Supervision

49. There have been and still are concerns that not enough supervision of the cleaning operatives is being undertaken by the Supervisor and/or Contract Manager. There is too much onus on the Council's Monitoring Officer to find the fault and report that work is not satisfactory.
50. Principally, it is the area Contract Manager, who only works part-time, who appears to be undertaking the role of supervisor due to the fact that the Supervisor is undertaking duties of a full-time cleaner and also undertakes all the periodic work such as window cleaning, gum removal etc. Very little supervision is actually undertaken by the Supervisor.
51. This matter is discussed regularly at the quarterly meetings with the Regional Manager. The Contracts Manager had increased her inspections initially, which are recorded and reported to the FBC's Monitoring Officer but this is becoming less frequent.

Technology – attendance tracking

52. As part of the pre contract discussions, it was proposed that vehicles would be fitted with GPS tracking devices, unfortunately this has still not materialised. Originally, a system was put in place called Innovise, which enabled the recording of visits made to remote sites such as toilets.
53. At the start of the contract, the system appeared to be working satisfactorily but as time has gone by, it has become a very ineffective system and worthless. This could be due to reasons such as failure of the technology on site or failure of the operatives to remember to swipe the disk. Not knowing when isolated sites have been visited is a significant issue when trying to monitor performance.
54. This issue has been discussed with regional Managers at OCS and officers have been advised that tracking devices have been put in all vehicles. Although this is an improvement for OCS themselves, they have yet to allow the Council access to the

real time data and therefore it is of no benefit to us.

CONCLUSION

55. Generally speaking, the Corporate Cleaning Contract, which has incorporated the majority of the Council's cleaning requirements into one contract, has worked satisfactorily.
56. Since last year a number of actions have been implemented in order to improve performance. These are as follows:
 - (a) Improved monitoring and better recording of visits so that statistical information is more relevant and able to inform officers where issues are causing residents/tenants concern.
 - (b) Increased number of meetings between Housing officers, block captains including attendance by OCS Regional Managers at Block Captains Forum meetings.
 - (c) Liaison with Sports Clubs to ensure that they improve the condition that they leave the pavilions in after their use.
 - (d) Improved working relationship with the OCS Supervisor now that they are based at the council depot.
 - (e) More contact with Regional Manager due to the fact that they are locally based than previously.
57. There are still some issues that require further improvement such as extra supervision by OCS and Officers will endeavour to resolve them as soon as possible through discussions with senior management of the OCS group.

Background Papers:

Reference Papers:

Report to the Executive- 10 January 2010 - Award of Corporate Cleaning Contract
Report to Streetscene Policy Development and Review Panel – 8 March 2012 - Corporate Cleaning Contract – Performance Review

Enquiries:

For further information on this report please contact Sue Woodbridge (Ext 4546).

Appendix A - Complaints Received/Performance Monitoring

APPENDIX A

Number of complaints received from residents / members of the public (excluding Housing Tenants) April 12 - March 13

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Depot HCC/FBC		1				1					1		3
Flat	2	2			2			1	1				8
Maisonette	2	10	1		1		1	1		2			18
Public Conveniences	2	2			2	2	2			1	1	3	15
Ferneham Hall				1									1
Sheltered Staff		3	1	2	1		4			2			13
General Purpose	3	5						1		1			10
Sheltered/Gen. Staff	1	4		1	2	1				2			11
Sheltered No Staff	1	4		1				1	1	2	1		11
Pavilion		1											1
Grand Total	11	32	2	5	8	4	7	4	2	10	3	3	91

Number of complaints received from residents / members of the public (excluding Housing Tenants) April 11 - March 12

	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Depot HCC/FBC			1	1			2			2	2		8
Flat				1		1	1	1		6			10
Maisonette				1		1	3		1	5	1	3	15
Public Conveniences			2	7	7	5	3	6	7	6	3	2	48
Ferneham Hall			1	3	1	1			1				7
Street Wash/Gum removal								1		1		1	3
Sheltered Staff			2	3	2	1		2	1	4	3		18
General Purpose					2	2	1		3	3		1	12
Sheltered/Gen. Staff			1	1	1		4	1	1	2	1	6	18
Sheltered No Staff			1	4	1	1	2	3	2	10	3	2	29
Pavilion				1		2		1					4
Grand Total	0	0	8	22	14	14	16	15	16	39	13	15	172

Number of random inspections undertaken by the Monitoring Officer – July 2012 – March 2013

Site	Not Satisfied									Total
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Civic Offices (windows)				1						1
Housing Fareham NW		2			1			3		6
Housing Fareham SE & Stubbington		1	6	1	2			2		12
Housing Fareham SW & Portchester		2	2		1					5
Pavilions				1				2		3
Toilets		2		3	2		1			8
Housing Western Wards		1								1
Grand Total	0	8	8	6	6	0	1	7	0	36

Site	Satisfied									Total
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Civic Offices (Windows)										
Housing Fareham NW	7	5	5	9	3		2	4	4	39
Housing Fareham SE & Stubbington	8	7	8	17	4	10		2	10	66
Housing Fareham SW & Portchester	7	6	3	8	7	8	5	2	4	50
Pavilions				4						4
Toilets		11	18	20	12	14	14	6	3	98
Housing Western Wards		8	5	5	9		2	3	3	35
Grand Total	22	37	39	63	35	32	23	17	24	292