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We commenced contract operations at this site on 1st September 2015. Our Operations Director (Del Simpson), and Sales Director (Martin Manchip) were appointed as joint lead Project Managers, assisted by our Operations Support Manager (Gary Broadhurst).

The following represents only a brief summary of the changes implemented to date. Brunel University is located in Uxbridge in West London and most of the buildings are located on an extremely large campus.

The contract scope is broad and includes daily and periodic cleaning of academic buildings in excess of 90,000m², waste management, support for the residential cleaning operation, consumable supply, washroom supplies, pest control and campus gritting. A number of meetings were held with a very involved lead client prior to the contract commencement date.

The situation was as follows:

- The lead client felt let down by a series of contractors over a number of contract terms.
- The incumbent Contract Manager was an able and highly motivated individual and supported by a core of committed operatives and supervisors.
- Despite the evident commitment of some employees, there was an absence of structure to the daily cleaning operation.
- A number of new services had been added to the contract. This meant not only the introduction of new lines of service but also addition of further management resource.

CASE STUDY

**BRUNEL
UNIVERSITY**

UXBRIDGE, MIDDLESEX

**THE SCIENCE OF CLEANING,
THE ART OF CARING**

During the project management phase of contract commencement (September 2015 – April 2016) the following critical action was taken:

PRE 01/09/15

The consultation with the staff took around 12 weeks to complete and all of the existing staff transferred successfully.

- The Hayward Services Operations Director and Sales Director spent a significant amount of time with both the client and the existing contract management team to get under the skin of the contract.
- The TUPE process and associated meetings with operatives, supervisor and managers were all conducted by the two Directors. This was particularly important to manage carefully because there had been suggestions of industrial action by the operatives prior to us taking on the contract.
- A large allocation of equipment and materials was delivered to site prior to contract commencement. This was done under the direct supervision of our Operations Director and Sales Director, to ensure accuracy and completeness. The existing contract management were heavily involved in the decision making concerning allocation of equipment.

MOBILISATION POST 01/09/15

- One (sometimes both) of our Directors attended site daily for the first few weeks of the contract. 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. The Directors were supported by various other members of the Hayward team, including the Managing Director, Office Manager, Operations Support Manager, Contract Administrator and Assistant Operations Manager.
- An initial deep clean of some key areas of the site was conducted. Around £8,000 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.

- Initial welcome meetings and induction sessions were delivered by the Directors, in collaboration with Brunel University and at the main campus.
- A new periodic cleaning programme was instituted. A proper programme of floor maintenance is critical to the overall appearance of public buildings and the daily use of ultra-high speed straight line burnishing machines combined with this programme means that dressed floors now shine (Engineering Building, for example).
- An Assistant Contract Manager was recruited and trained to support the Contract Manager.
- A programme of daily inspections (supervisors) and weekly inspections (management team) are carried out during the main cleaning shift in order to regularly assess contract performance.
- New service lines were introduced. Working with the client, savings were made in pest control, washroom services and janitorial consumable supply. The savings approximated £20,000 per annum.

CONTRACT OPERATION, 01/04/16 - PRESENT:

- A new management and supervisory structure has been implemented, with much clearer expectation and accountability for each role. This has been documented in contract specific job descriptions.
- KPI's have been introduced in order to properly reflect the requirements of the specification. These have been reviewed and tweaked on a number of occasions, working in partnership with the lead client. This includes a termly survey of Brunel University employees to assess perception of the service.
- Our Sales Director, Operations Director and the contract management team meet with the lead client monthly. At this meeting, a monthly report is presented, with all of the KPI's contained therein. Meetings are conducted in an open partnership environment and in this way suggestions for the improvement of contract performance are taken forward jointly. This partnership approach is critical



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because of the sheer number of stakeholders in such a large institution.

- Absenteeism has been reduced. A hardcore of employees appeared to be abusing the Statutory Sick Pay (SSP) process. In order to address this, return to work interviews have been introduced. In cases of persistent or prolonged absenteeism the contract management team ran a number of capability processes, with the support of Peninsula Business Services, our employment law consultants.
- The contract management team regularly meet with key partners and stakeholders within the University (Estates team, for example).
- Contract performance has led to the addition of new elements to the contract as confidence within the Commercial Department has grown.

For example, we now carry out cleaning and waste disposal in some areas of the Residential buildings that were previously not in contract.

- New cleaning techniques and chemicals have been introduced throughout the lifetime of the contract. The contract management team have run trials to test the efficacy those techniques and chemicals then have worked with the wider operations team to implement them and improve contract performance.

The contract continues to be run in a fantastic partnership environment, with all parties working together to improve key deliverables. The Hayward Directors and senior management team remain heavily involved in the contract in order to ensure that performance is maintained and critical lines of communication remain open.



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