

**Report to:** Executive Member for Environmental Services

**Date:** 30<sup>th</sup> August 2011

**Report of:** Director of Environmental Services

**Report No:** EMES/79/11

**Contact Officer:** Phil Bailey

**Tel No:** 336961

**Report Title:** **Building Cleaning Services Business Plan 2011-2014**

---

**Non Confidential**

This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

**Purpose:**

To advise Members of the key issues faced by the Building Cleaning Service and to explore business development proposals to secure the future delivery of the service.

**Recommendations:**

Members are requested to note the current issues and their implications for the service and to approve the proposed strategy for the future development of the Building Cleaning Service over the next 3 years.

**Decision:**

**Background Doc(s):**

Business Plan attached (Appendix 1)

**Signed:**

Malcolm Veigas  
\_\_\_\_\_  
Leader / Executive Member

\_\_\_\_\_  
Monitoring Officer

**Date:**

\_\_\_\_\_

\_\_\_\_\_

**Summary:**

This report and attached appendices outline the way forward for the Service by setting out the details of a three year business plan. It is designed to exploit opportunities as they arise as a result of the changing face of Local Government in terms of funding pressures and the need to deliver more from less.

There are four operational elements that underpin this plan if it is to succeed in increasing its client base outside of its current core business.

These are:-

- Creating a brand in the 'market place' that exploits its heritage as a provider of quality service. 'Bolton Cleaning Services' will acknowledge the Councils influence on the values and beliefs of the business and will act as the quality reassurance needed for issues such as CRB checks, employment conditions and accountability.
- Creating a customer relationship management function that is totally focussed on keeping existing customers and searching out new ones.
- Producing a holistic multi channel marketing and promotion strategy that increases market share for this and other business units within Community Services by cross selling and articulating the value added a Council run service can deliver.
- Moving towards a more fluid employment model (where appropriate) that will allow agile management to take advantage of business opportunities as they arise.

## **1. Purpose of the Report**

In September 2010 a service overview was presented to PDG highlighting the key issues facing the Council's Building Cleaning Service. The presentation also outlined areas where it was felt that the service could be moved forward to ensure on-going viability and identified several future business development opportunities.

Members were reminded that an in depth Value for Money Review of the Council's Building Cleaning Service was carried out in 2008 and a full report and Improvement Plan was approved at that time. Achievements and progress within the service over the past two years are summarised in the Business Plan attached to this report (Appendix 1)

The Business Plan also gives members more detail surrounding the proposals for future development of the service and examines alternative approaches to the provision of building cleaning both within Bolton and in other Council's across the country.

## **2. Background Information**

The Building Cleaning Service has in the past been successful in several tendering exercises, retaining both schools and non-schools work in three rounds of open tendering under the CCT regime in the 1990's and early 2000's. The service was also the subject of a full Best Value Review in 2002 and has been further tested as part of the Council's Value for Money Review exercise in 2008/09.

The service currently provides daily cleaning in over 200 Council buildings, comprising of 80 schools and approximately 120 Council owned buildings. The service employs over 350 part time staff working approx. 1300 cleaning hours per day - 68% of these staff currently live in the most deprived areas of Bolton.

## **3. Business Plan**

The Business Plan attached to this report (Appendix 1) shows a financial analysis of the Building Cleaning service and examines areas where it is felt the service can be developed over the next 2 to 3 years to secure additional sources of income to offset any potential losses that are likely to be incurred as a result of the on-going savings and efficiency reviews that are currently taking place across the Council.

## **4. Recommendation**

Members are requested to note the current issues and their implications for the service and to approve the proposed strategy for the future development of the Building Cleaning Service over the next 3 years.