

Civic Cleaning
Wholly Owned Company
(WOC) to In-House

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Advisory Group

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1989

Cleaning Service Created

Civic Cleaning is Responsible for the provision of cleaning services to Birmingham City Council (BCC) Non-Educational buildings and a limited number of external companies

- Portfolio of approximately 188 sites across Birmingham
- Ranges from Centrally Administered Buildings (CABs) to municipal car parks.
- Service is Predominately internally focused



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2015

Transferred to BCC Wholly Owned Company

Wholly Owned Company of Birmingham City Council

- **Vision** to provide a complete FM service to BCC and the Private Sector (Hard FM and Soft FM (Security, Cleaning, Catering))
- **Challenges** – remaining competitive in external market (high cost of HR overhead, Birmingham Living Wage and Pension costs)



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2019

Moved In-House (CBH)

2019 transferred back to Birmingham City Council - Commercial Business Hub

- Purpose of HUB
 - Functions as a temporary holding zone
 - Determine Future positioning of the service
 - Provide support to help appraise
 - Options
 - Future operating model



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Service Priority

To provide best value for money for both BCC and Birmingham Citizens.

Take on the challenges of cost and budget reduction achieving better outcomes for less cost.



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Finance

- On return in house (2019/20) main priority was to stabilise the service
 - The service targeted reducing operating costs
 - Achieved 50% reduction in the services deficit
- Forecast in Financial Year 2020/21 to
 - Achieve further reductions in operating costs
 - Achieve a further significant reduction in the service deficit
 - Align the service to operate to a balanced budget in future years
- Forecast in 2021/22 to
 - Operate to a balanced budget



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Challenges

- To determine most suitable delivery option for BCC
- To replace a delivery model constraining productivity and continuous improvement
- To reform a legacy charging model based on a fixed hourly rate
- Overcome a lack of investment in equipment and technology hindering productivity improvements and with incumbent high repair and maintenance costs
- Making a high number of low value, resource intensive contracts economically viable.



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Solutions

- Changed to an output based delivery model benchmarked to BICs standards.
- Promoted the concept of a “Golden Thread” running through all levels of the business
- Rebuilt the charging and quotation process.
- Revised SLA and Cleaning Specifications
- Invested in new equipment
- Recruitment
 - Expanding Peripatetic Roles
 - Looking to offer a career path within the service



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Outcomes

- Seen an uptake from internal services previously using external cleaning contractors.
- Improvements to service delivery - evidenced in customer feedback
- Improved perception of the service
- Productivity increases as we improve manually intensive tasks with introduction of new equipment
- Robust KPIs and Customer Service Questionnaires allow greater insight into service delivery
- Service is financially viable and sustainable



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What Next for the Service?

- Future proof the service to ensure continued sustainability
- Continual improvement of the operating model to develop a leaner more agile approach to cleaning delivery.
- Target the remaining Internal services still using external cleaning contractors
- Expand into other markets such as school cleaning
- Retain at the forefront of the service – delivering best value for money for both BCC and Birmingham Citizens.
- Retain ISO 9001:2015 accreditation



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