

**Estate Cleaning and Grounds Maintenance Provision Options**

**APPENDIX 2**

<b>Option</b>	<b>Advantages</b>	<b>Disadvantages</b>
<p>Option 1 - Do nothing.</p> <p>Continue to provide all block and external estate cleaning through the existing in-house Cleaning Service where it is delivered alongside the provision of the street cleaning service.</p>	<ul style="list-style-type: none"> <li>• Tried and tested delivery model that has consistently achieved the target level for <i>Percentage of inspected sites to contractual standard</i> over a sustained period of time.</li> <li>• Comprehensive service provision ensures there are no gaps in service at estate boundaries.</li> <li>• Ability for staff resource to be moved across services to cover for staff absence and to respond to emergencies or where a surge of staff may be required to deal with an incident.</li> <li>• Best practice and service improvement in street cleaning and estate cleaning can be easily transferred between the services.</li> <li>• Supports the 'one council' approach to service provision and avoids silo working.</li> <li>• Links into the Waste Contract are strong with management teams working closely together to achieve best outcomes for residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Perception that artificial client/provider models can create inefficiency and unclear lines of management responsibility.</li> <li>• Does not test that value for money is achieved through market testing.</li> <li>• Risk that innovations to improve efficiency and service performance used by outside service providers are not adopted by the in-house service.</li> </ul>
<p>Option 2 – Partial transfer of estate cleaning functions to H&amp;M.</p>	<p>Block cleaning Service</p> <ul style="list-style-type: none"> <li>• H&amp;M has direct control over one important aspect of the estate cleaning</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of silo working with the potential for division of responsibilities to affect relationships between block and</li> </ul>

<p>Provide block cleaning separately as a directly managed service within H&amp;M, and continue to provide external estate cleaning services through the existing in-house Cleaning Service. As an alternative to direct management, the block cleaning service could be procured through external service provider.</p>	<p>service.</p> <ul style="list-style-type: none"> <li>• Overcomes perceived or real inefficiency or unclear lines of management responsibility that may be created by artificial client/provider models.</li> <li>• Potential for budget savings from contracting-out of service provision.</li> </ul> <p>External cleaning service</p> <ul style="list-style-type: none"> <li>• Tried and tested delivery model.</li> <li>• External estate cleaning service provision by the in-house Cleaning Service ensures there are no gaps in service at estate boundaries.</li> <li>• Some ability for staff resource to be moved across services to cover for staff absence and to respond to emergencies or where a surge in staffing may be required to deal with an incident.</li> <li>• Best practice and service improvement in street cleaning and estate cleaning can be easily transferred between the services.</li> <li>• Links into the Waste Contract are strong with management teams working closely together to achieve best outcomes for residents.</li> </ul>	<p>external cleaning operatives, leading to reduced service standards.</p> <ul style="list-style-type: none"> <li>• Diminished ability for staff resource to be moved across services to cover for staff absence or where a surge of staff may be required. Though in an emergency situation a 'one council' approach would always be taken.</li> <li>• Current arrangements for use of 56 estate mess rooms could become complicated, especially if block estate cleaning service is contracted-out.</li> <li>• Potential for increased cost for separate management of block and external estate cleaning.</li> </ul>
<p>Option 3 – Full transfer of estate cleaning functions to H&amp;M with direct management.</p>	<ul style="list-style-type: none"> <li>• Greater control over the provision of estate cleaning within H&amp;M.</li> <li>• More accountability for Cleaning</li> </ul>	<ul style="list-style-type: none"> <li>• Risk that the change could impact on service delivery for an initial period, though it's likely this could be</li> </ul>

<p>Provide all cleaning services, block and external, as directly managed services within H&amp;M.</p>	<p>Managers.</p> <ul style="list-style-type: none"> <li>• More productive working relationships between Resident Service Managers and Estate Cleaning management team.</li> <li>• Potential budget savings from reduced management team.</li> </ul>	<p>addressed and resolved within a 6 month period.</p> <ul style="list-style-type: none"> <li>• Potential for gaps in service provision at estate boundaries where responsibility for cleaning may not be obvious.</li> <li>• No ability for staff resource to be moved across services to cover for staff absence or where a surge of staff may be required. Though in an emergency situation a 'one council' approach would always be taken.</li> <li>• Potential loss of innovation, best practice and service improvement transferring between street and estate cleaning services.</li> <li>• Increased risk of silo working.</li> </ul>
<p>Option 4 – Full transfer of estate cleaning functions to H&amp;M.</p>	<ul style="list-style-type: none"> <li>• Direct management of the provision of estate cleaning within H&amp;M.</li> <li>• Potential budget savings from</li> </ul>	<ul style="list-style-type: none"> <li>• Risk that the change could impact on service delivery for an initial period, though it's likely this could be</li> </ul>

<p>Provide one or both of the operational service elements for block and/or external cleaning procured through an external contract.</p>	<p>contracting-out block and/or external cleaning provision.</p> <ul style="list-style-type: none"> <li>• Potential gains in innovation and best practice brought by external contractor.</li> </ul>	<p>addressed and resolved within a 6 month period.</p> <ul style="list-style-type: none"> <li>• Potential for gaps in service provision at estate boundaries where responsibility for cleaning may not be obvious.</li> <li>• No ability for staff resource to be moved across services to cover for staff absence or where a surge of staff may be required. Though in an emergency situation a 'one council' approach would always be taken.</li> <li>• Increased risk of silo working.</li> <li>• Less flexibility, variation of services during contracts sometimes take longer to deliver.</li> <li>• If one element of estate cleaning services is provided in-house and one is contracted out, this would lead to fragmentation of service delivery that could negatively impact service standards.</li> </ul>
--	--	---