

# The Police Service of Northern Ireland Cleaning Services



PSNI



## CLIENT NAME

The Police Service Northern Ireland (PSNI)

## FORM OF CONTRACT

Fixed Amount

## CONTRACT VALUE

£7.5m (£5m cleaning services)

## CONTRACT DATES

2020 - present

## SCOPE OF SERVICES

- Routine cleaning and janitorial service
- Cell deep cleaning and decontamination
- Vehicle decontamination
- COVID -19 enhanced cleaning
- Forensic medical cleaning
- Provision of equipment, materials, chemicals and washroom consumables

## KEY OBJECTIVES

PSNI is the third largest police service in the UK in terms of officer numbers, and the second largest in terms of geographic area of responsibility, after the Scottish Police Authority.

PSNI appointed Sodexo in April 2020 to manage cleaning services in a flexible and responsive manner to 240,000sqm of space across 65 buildings, used by 10,880 PSNI officers and staff members. This includes many different building types, ages and sizes, all of which have different routine and specialist cleaning requirements.

To deliver this service, we must adhere to strict vetting requirements to ensure accessibility for cleaning team members during defined times.

Our primary goal for the cleaning service is to deliver our key operational objectives:

- Provide a clean and safe working environment for PSNI staff, visitors and all stakeholders
- Deliver consistent quality, meeting the specification standards and KPIs
- Allocate appropriate personnel, machinery, equipment and cleaning materials to each site
- Ensure compliance with all health & safety and environmental legislation
- Maintain and safeguard PSNI's assets and uphold their reputation
- Harness innovation to deliver efficiencies and add value
- Ensure high levels of customer satisfaction with all services

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## SERVICE DELIVERY TO MULTIPLE SITES ON A NATIONAL SCALE, INCLUDING REMOTE AND RURAL LOCATIONS

The PSNI's remit covers all Northern Ireland. Therefore, the geographical spread of the estate is wide to maintain a presence in all areas where people live and PSNI serve the community. Our cleaning services cover every PSNI property from Ballycastle in the North, to Lisnaskea in the West, to Kilkeel in the South, to Belfast in the East. The 65 buildings in scope, many of which are aged, include a combination of police stations, training centres and admin/office buildings. This includes eight custody suites and covers both 24/7/365 stations and 'lock & leave' facilities. The size and scope of each building varies, with some locations requiring a cleaning team of 10 and others requiring a 0.5 FTE. We have adapted our approach to meet the specific requirements of each property.

Our management structure has been developed to accommodate the specific challenges of delivering multiple soft service lines across the estate and is aligned with the PSNI's 11 Policing Districts, which in turn mirror District Council boundaries. Alastair Armstrong, our Account Manager, is responsible and accountable for the overall performance of the contract and is supported by a Service Excellence Manager and a Group Cleaning Manager, who are the senior operational line managers for our site-based teams. We divided the 65 sites in scope across all 11 PSNI districts into two areas, each led by one of these managers, as shown in the map overleaf. Each senior operational manager has up to 33 sites they are directly responsible for, supported by five direct combined services managers, based at the larger sites, and then working supervisors at the medium-large sites.

The service excellence/group cleaning managers are responsible for service delivery in their area in line with the SLA, KPIs and specification. They regularly visit all PSNI units within their remit (including remote and rural locations) to audit standards and provide training to site teams at least once per month.

10 combined services managers (CSMs) are based full-time at medium and large sites where both catering and cleaning services are provided and act as the single point of contact for the local client. They oversee all aspects of service delivery, conducting daily team huddles, completing audits, maintaining site specific documents and delivering refresher training to their on-site teams.

CSMs are supported by dedicated working cleaning supervisors who support the delivery of cleaning services on site. Finally, our Mobile Cleaning Supervisor assigns all cleaning requests and emergency callouts to the most appropriate mobile cleaning team, based on the location of the callout. Our mobile teams are based throughout the region to mirror the organisational structure of PSNI, North, Belfast and South and the cleaning demand.



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Figure 1 – Sodexo management areas in alignment with 11 PSNI districts



The most remote/rural sites within scope are approximately 50 miles from the nearest large site.

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Below, we describe the specific challenges we have faced in providing cleaning to these remote and rural sites and how we have overcome these to provide a consistent and reliable service:

- **Recruitment** – We proactively maintain local talent networks, advertise opportunities online (including via social media), engage with the community including police, local recruitment agencies and Job & Benefits Offices and align recruitment with other nearby Sodexo contracts
- **Labour management & resource allocation** – Our end-to-end workforce management process 'RightTime' includes an online resource planning tool to ensure we provide the appropriate number of vetted and trained team members to each site for every shift. Team members clock-in online via our Kronos system which allows managers to see which of their staff are at work using the on-site list, and enables monitoring of attendance, punctuality and productivity. Employees can also use the Kronos app to view their schedule and book holidays
- **Staff absence** – Kronos provides absence profiling, showing patterns of absence at each location so managers can proactively address issues. We have 411 hours per week of mobile relief support to cover absences and respond to emergencies. We also provide 'multi-skill' service training to the team to ensure built-in flexibility and resilience. Managers build strong relationships with their teams which helps when we ask operatives based at larger sites to travel to remote/rural sites to provide cover. When arranging cover, Kronos enables managers to view the impact on planned schedules and resources across their region
- **Auditing** – The managers visit every site in their area at least once per month for team huddles and to audit performance, ensuring consistent quality using our RealCADENCE system. The Group Cleaning Manager works with supervisors and cleaning teams to raise standards and resolve issues. Following the completion of an audit, our site action plan is updated and tasks from the previous audit are closed when resolved. The managers hold regular performance review meetings with the PSNI Contract Manager
- **Engagement & recognition** – We support our site teams and show them they are appreciated by using Sodexo's Recognition & Reward Hub, including presenting 'On the Spot' awards to acknowledge a team member who has gone the extra mile. Our managers proactively keep in touch with remote staff by phone and a member of the senior team is contactable 24/7/365

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## ABILITY TO PROVIDE SPECIALIST CLEANING SUCH AS DECONTAMINATIONS AND COVID-19 SANITISATION

Our onsite teams and/or mobile teams self-deliver cell deep cleaning, cell decontamination, vehicle decontamination, COVID-19 enhanced cleaning and some forensic medical cleaning. Our specialist subcontractor, Forensic Cleaning Northern Ireland (FCNI), manage the forensic cleaning of crime scenes and non-disposable equipment cleaning. Recently, FCNI have also provided additional capacity to ensure we continue to meet and respond to PSNI's requirements during the pandemic.

We offer three types of cleaning through our service:

1. **General cleaning** – a standard clean in an environment where no contamination is present
2. **Decontamination cleaning** – an enhanced clean where contamination is present (such as blood or bodily fluids) but there is no COVID-19 risk identified
3. **COVID-19 cleaning** – an enhanced decontamination clean where there is a risk of COVID-19

At the beginning of the pandemic, we worked closely with the PSNI to ensure our methodology, equipment and overall approach would protect PSNI stakeholders throughout their estate. We advised PSNI staff to declutter offices, garages, workrooms and cells to allow us to carry out decontamination cleans. We also shared simple workplace best practice with PSNI personnel to help them minimise risk (e.g., by cleaning police vehicles at the start and end of each duty, wiping down communal keyboards and phones, etc.). We also increased the frequency of general cleaning depending on the number of people using each space, entering/exiting each area and if access to handwashing and hand-sanitising facilities was available nearby. Cleaning of frequently touched surfaces became particularly important, especially in bathrooms and communal kitchens.

We considered specialist machinery and materials for COVID-19 cleaning but found that none of the equipment was appropriate because of the type of environment, the geographical location or the amount of time that the area would have to be vacant after use. Therefore, we decided to deploy manual cleaning using special disinfectant cleaner, a pressurised sprayer and maximum PPE for the operator to eliminate the COVID-19 virus in the safest way possible. We also introduced a new colour-coding system for cloths and equipment that is distinct from our system for general cleaning.

As the pandemic continued and numbers of cases increased, large areas, sometimes whole buildings, required rapid specialist cleaning within four hours of a request being received (one hour for Custody Suites). We developed new Standard Operating Procedure (SOPs), Safe Systems of Work and Briefing Notes (SSWBN), specialist training for our staff and site-specific risk assessments to enable us to meet this requirement within the timeframe. Currently, if an area is identified as contaminated as a result of a COVID-19 interaction and the vehicle or location is required for use within the next 72 hours, the PSNI team member must contact the PSNI Contact Tracing Team who will inform the Sodexo helpdesk and cleaning will be arranged. If the area or vehicle is not required within the next 72 hours, the location or vehicle must be secured for 72 hours after which it can be either subject to a general clean or cleaned by the user, following guidance provided by Sodexo.

Following implementation of our COVID-19 cleaning best practices and rapid deployment cleaning service, progressively fewer cases of COVID-19 have been identified in PSNI personnel and the number of requests for COVID-19 cleaning received by our helpdesk has been falling continuously.

In December 2021, the PSNI helpdesk received 469 calls and 81%+ of these calls related to COVID-19 cleaning requirements. 100% were successfully resolved in line with our KPIs.



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## APPROACH TO HEALTH, SAFETY AND QUALITY ASSURANCE

“Keeping people safe” is the over-riding objective of the PSNI's estate strategy and vision. Similarly, Sodexo's primary objective is to keep our personnel and all PSNI staff and officers safe in every PSNI location by providing a clean, hygienic and safe working environment. We have implemented the following measures to keep our cleaners safe while they deliver a first-class frontline service:

**Induction and on-going refresher training for all staff** – Our health & safety training focuses on Safe Systems of Work and health & safety awareness (e.g., 3 Checks for Safety). Skills training includes our GREAT! training toolbox which provides the necessary resources and materials to train frontline team members in the techniques and knowledge they need to be competent in their roles. We have rolled out a 3-stage cleaning development programme across all sites. The programme is in line with BICSc methodology and is structured in the three stages:

- Bronze for all cleaning operatives
- Silver for cleaning supervisors
- Gold for cleaning managers

All our PSNI employees have access to our online Ingenium training portal to support their individual learning and development and each Sodexo colleague receives around 40 hours training each year to maintain their cleaning skills, competence and knowledge.

**Labour management and resource allocation** – Our online resource planning tool ensures we provide the appropriate number of vetted and trained team members to each site for every shift to work safely and effectively. Managers can review their site schedules and Management Information via our Kronos system to provide visibility of performance to Sodexo segment leadership.

**Mobile cleaning** – Our contract-dedicated mobile cleaning teams work on call 24/7/365 responding to ad-hoc requests which can range from decontamination cell cleaning in Belfast to a decontamination car clean 60 miles away. This team is equipped with all necessary PPE, equipment, chemicals and training to carry out all types of specialist and high-risk cleaning required.

**Providing appropriate equipment** – We ensure all our team members are provided with and trained in the proper use of PPE, machinery and cleaning materials. We have invested in new, highly efficient machinery and equipment to improve health, hygiene and general cleaning standards to provide a safe and clean working environment. We stock appropriate levels of effective cleaning chemicals in each location and consistently replenish consumables through our stock control process to ensure adequate supplies are always available. Our formal system includes a monthly stock check of all cleaning materials and consumables by our site leads.

**Risk Watch** – We have sourced and invested in 'RiskWatch' lone worker protection; a dependable solution to keep our employees safe at all times. A RiskWatch looks like a normal watch and is worn discreetly on the wrist. The device tracks the location of each team member, providing an audit trail of activity during each shift and enabling us to quickly locate the worker should anything go wrong.



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**Cleaning custody suites** – Our team includes cleaners who work solely in custody suites, e.g., we have dedicated cleaning resource for the Custody Suites in Musgrave Street that is available 24/7/365 due to the high volume of cells and number of detainees held here each day. To enable our teams to carry out their duties safely and effectively, we have developed Custody Suite protocols and procedures (see Image 2) based on risk assessments conducted in partnership with PSNI to mitigate all risks to Sodexo employees. As cells can contain body fluid spillages, it is compulsory for all team members to have the relevant inoculations. We deliver enhanced training and provide PPE, warning signs, body fluid spillage kits, quality biocidal disinfectant, equipment and machinery allowing our cleaners to complete their cleaning duties in a safe, compliant and protected way.

**Safety and Environmental Management System (SEMS)** – Our ISO 45001, 9001 and 14001 accredited SEMS is accessed via our Intranet to monitor all areas of health, safety and environmental compliance. The system includes: > Safe Systems of Work > Method statements > Briefing notes > COSHH assessments > Risk Assessments > Business Continuity Plans (BCPs) > Safety alerts (regional, national, global) and > Other support documents, e.g., policies, processes, guidance notes, forms, checklists, test/visit records, risk registers, log sheets, templates.

**Continually inspecting, monitoring and auditing compliance** – Our 4-Tier audit programme ensures we meet our health & safety obligations and legislative requirements. This includes daily service excellence and health & safety checklists, monthly safety walks, annual Safeguard audits, EHO inspections and ISO external audits conducted independently by ISOQAR. Audits are conducted using the RealCADENCE quality monitoring system which collates audit results, action plans, evidence of adherence to KPIs and performance criteria.

**Subcontractor health & safety inductions** – Health & safety training is mandatory for all suppliers as part of their contract awareness and familiarisation briefing. Our vendor governance requires all subcontractors to evidence their compliance with health & safety standards and to demonstrate that they are appropriately qualified to undertake their tasks. Our subcontractors provide specialist crime scene cleaning and ancillary services including gritting, portering, mat rental and water flushing.

**Continuous Improvement** – Sodexo's Service Operations team drive continuous improvement across each of our service offers. In 2022, this is being enhanced with the recruitment of a wider body of operational colleagues into the Cleaning Professional Family who will support operational teams to bring innovative and improved methods, processes and equipment to their clients.

Operational Procedures		3	Operational Procedures	3 continued
<b>Task:</b>	Cleaning of Custody Suites (excluding cell area) <b>Gold</b> Specification		13. Clean and disinfect glasses, bucket and mop handle	14. Remove apron, sleeves and gloves, dispose of in yellow bag
<b>Definition:</b>	Cleaning of charge bar, doctor's room, fingerprint room, kitchen		15. Seal waste bag and remove to secure collection point	16. Wash hands thoroughly, using soap and running water
<b>Equipment:</b>	Personal protective equipment <ul style="list-style-type: none"> <li>• Overall or trousers and polo shirt</li> <li>• Rubber gloves</li> <li>• Plastic sleeves</li> <li>• Goggles/safety glasses</li> </ul> Warning signs Disposable cloths – yellow Disposable cloths – red and white Mop and bucket – yellow Plastic pail Scouring pad Yellow contaminated waste bag Plastic spray bottle (correctly labelled) Sanitising powder (Titan or equivalent) Vacuum		<b>Health and Safety</b> <ul style="list-style-type: none"> <li>• Wear full protective clothing correctly</li> <li>• Visually check surfaces, bins etc for sharp objects prior to cleaning. If you find a needle or sharp object refer to section 6 for guidance</li> <li>• Display hazard signs</li> <li>• Do not mix chemicals</li> <li>• Ensure contact time is allowed</li> <li>• Ensure contaminated material is disposed of in a yellow sack</li> </ul>	
<b>Method of work:</b>	1. Check with custody staff that you are allowed to enter the area. If there are unsecured prisoners, you must not proceed. Once you are told, by an authorised person, that it is safe to proceed you may enter the area 2. Put on PPE 3. Display warning signs 4. Empty waste bins, check liners and replace if necessary, damp wipe and dry exterior of bin if required 5. Check clean furniture, fixtures and ledges, damp dust as required 6. Clean wash hand basins and toilets, check and replenish soap, paper towels and toilet paper 7. Check clean walls 8. Clean floors using appropriate machinery, ensuring corners and edges are clean 9. Wash hard floors 10. Remove warning signs when floor is dry rinsing each surface 11. Make up sanitising solution in mop bucket as per manufacturer's instructions, mop area and rinse with plain water 12. Dispose of used items, mop head, cloths and paper in yellow bag		<b>Performance Standard</b> <ul style="list-style-type: none"> <li>• All traces of the contamination are removed</li> <li>• Area restored to previous condition</li> </ul>	

Image 2 – Operational Procedure for cleaning of Custody suites (excluding cell area)

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VITAL SPACES

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**Effective communications** – All new team members sign an accountability letter to demonstrate their commitment to and understanding of their role and responsibilities relating to health & safety. During weekly 'safety walks', managers engage with our employees to encourage positive safety behaviours, support the development of our zero-harm culture and continuously improve our safety. Hazards and safety measures are discussed through 'Safety Moments' at the start of all meetings, during weekly team huddles or via 'Quick Shares' in response to real incidents (see image 3 across).

**Our contract dedicated HSE & Training Manager** – Jacqui Telford is a NEBOSH and IOSH certified health & safety specialist who is responsible for ensuring that all PSNI locations are compliant with legislation, guidance and regulations. Jacqui also records all accidents, incidents and near misses on our global reporting system (SALUS) and prepares rectification plans to include refresher training on company policies, procedures, HACCP and SSoW, managing to resolution.

**A dedicated health & safety section within our quarterly contract review** – We provide the PSNI Contract Manager with a detailed summary of all training, audits, incidents/accidents/near misses, EHO/Safeguard inspections, remedial actions and continuous improvement initiatives each quarter.



Image 3 – Example health & safety 'Quick Share'



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## DELIVERING CLEANING SERVICES IN HIGH OCCUPANCY 24/7/365 OPERATIONAL BUILDINGS

Below, we summarise the challenges we face in cleaning high occupancy police buildings which remain open 24/7/365 and how we have overcome these in partnership with the PSNI:

**Avoiding disruption to PSNI staff** – We target cleaning where needed based on usage, but this can change daily and is different in every site. Furthermore, it is not possible for core cleaning to take place 'out of hours' in certain areas, such as single-use and open-plan offices, as these are occupied virtually 24/7/365. To overcome these challenges, general cleaning is carried out each day by a cleaner who understands the occupancy and usage of their specific area. Communication is key so we don't interfere with PSNI work, so our team members liaise with their local clients on site, to ascertain access and use of areas. It is vital that we retain staff in specific areas to enable them to build skills, local expertise and relationships.

**Effective resourcing to meet the specification** – In order to provide enough labour hours to meet the cleaning needs of each building within the specified timeframes without deploying excessive resource, our approach to staffing considers each buildings requirements (use, size, spread, patronage, operational hours). Furthermore, were a building has its own specialist requirements these are taken into account, e.g., the high use areas at the PSNI Training College are required to achieve high standards, helping to improve the learning environment and to support student welfare. The Kronos labour management system records time expended over the previous period so we can understand actual demand and reallocate resource as required.

**Cleaning in access-restricted areas** – In agreement with PSNI, we have a strict process to enter high security offices, work rooms and other areas that require permission to enter. For example, we carry out weekly deep cleaning of sensitive 'red' areas within the Serious Crime Exhibit Store in Seapark. All staff are fully vetted and require CTC clearance to work on the contract and we support candidates to complete the 63-page form. Sodexo trains all staff during induction, refresher and ad-hoc sessions to not enter highly sensitive areas unless we have permission and not to touch or move any equipment, evidence or paperwork and only clean surfaces and areas that are clear.

**Health, safety & COVID-19 cleaning** – We close off individual areas in 24/7/365 buildings to clean floors, stairs, lift and washrooms so health and safety risks are controlled and mitigated. We have also implemented COVID-19 social distancing and cleaning measures (as described above). COVID-19 cleans are requested from the PSNI Track & Trace team, who vacate affected areas immediately when cleaning is required so our team can carry out COVID-19 sterilisation.



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## HELPDESK AND CAFM TECHNOLOGY THAT ENABLES REAL TIME REPORTING AND HIGH QUALITY MANAGEMENT INFORMATION

All ad-hoc requests are managed by our PSNI helpdesk team via a dedicated helpdesk number. Our Helpdesk, based at the PSNI Training College, is operational 8am-5pm, Monday-Friday and receives an average of 200 calls per month. Out-of-hours, calls are redirected to our external helpdesk, MPL. On receipt of a service request, the helpdesk assigns tasks to either:

- The appropriate mobile team (dependant on the location of the cleaning requirement), or
- FCNI, our specialist supplier for forensic crime scene and non-disposable equipment cleaning

When a call is logged, the on-call team member(s) receive an email which is also shared with our Sodexo central mailbox. If the person on the rota does not respond, the call is escalated to a named back-up person, then to the Service Excellence Manager and then to the Account Manager. Our monthly helpdesk log sheet details all relevant call details including call log time, who logged the call, time of rectification, KPI measurement, response time and KPI status. We provide a copy of the log to the PSNI for reference.

The responding team member attends the location to resolve the request within the KPI timeframe (e.g., Custody Suite cleaning must be completed within one hour, COVID-19 sanitisation within four hours and vehicles for the next day ensuring the helpdesk remains informed on the status through to completion. To facilitate real-time reporting, team members use their smartphones to update the helpdesk directly, allowing us to update the caller and close the service request promptly.

Helpdesk data is collated and reported back to the PSNI client as part of our monthly Management Information report and performance meetings. We provide a breakdown report showing types of calls and details of our response. At our quarterly business review, we provide a breakdown of the calls over the last three months compared to previous years and provide trends, etc.

Since contract commencement in 2020 the Sodexo team have enabled the PSNI sites to remain open. Proactive responses to the impact of the pandemic and Sodexo's operational delivery through a mapped process continues to PSNI reassurance and confidence in the cleaning service delivery.



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