



CLEANING & SUPPORT SERVICES ASSOCIATION



Working Group Meeting of the Cleaning Industry Sectoral Social Dialogue Committee

2nd March 2007

Brussels



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CSSA

London Experience Summary



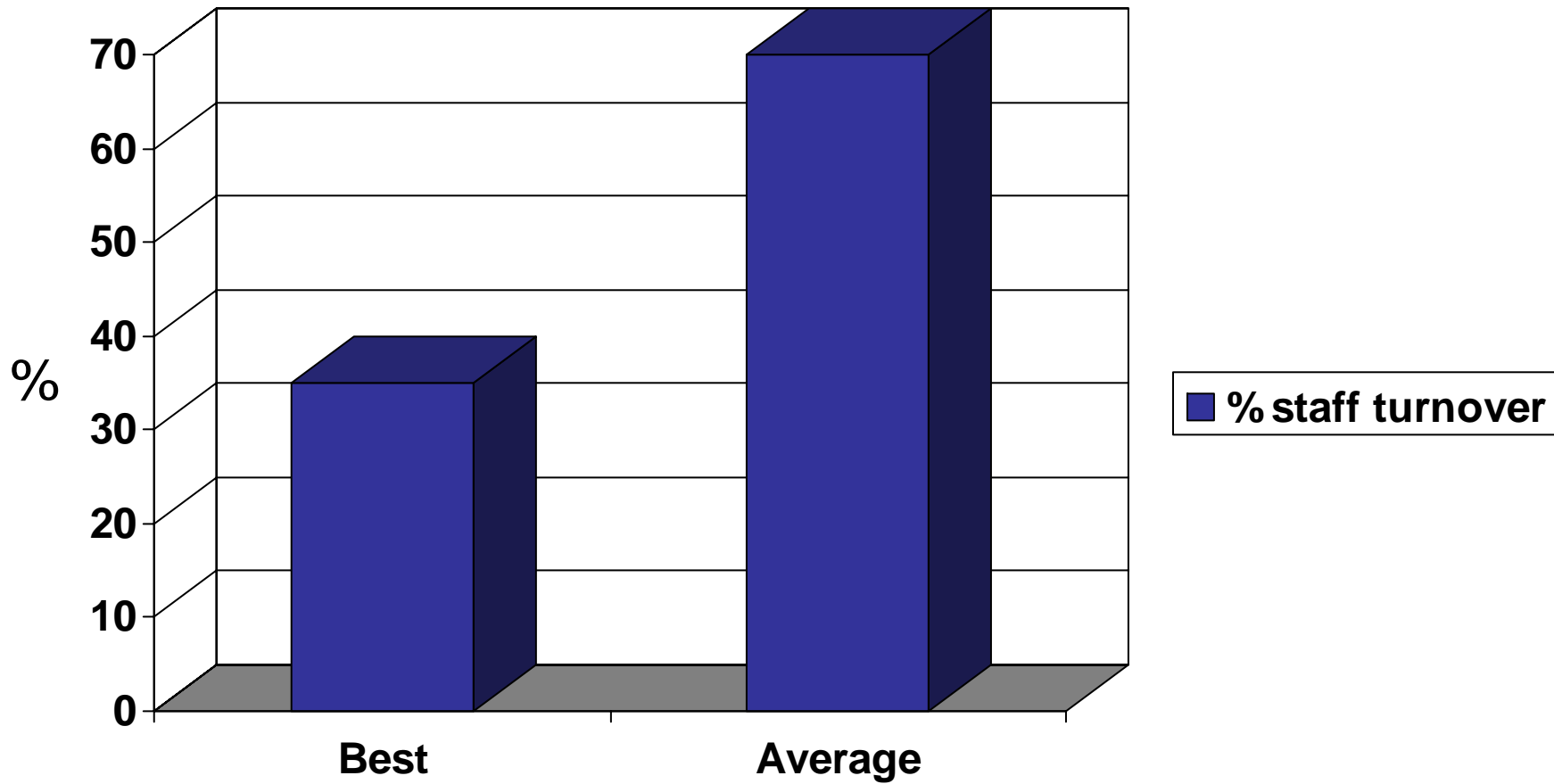
- Issues
- Stakeholder Context
- Case Studies
- Best Practice
- The Future

Issues



- Margins in 2006: 4%
- Price not value
- High staff turnover
- Pay and conditions: Union interest
- Poor reputation
- Skill levels
- Non-UK Labour

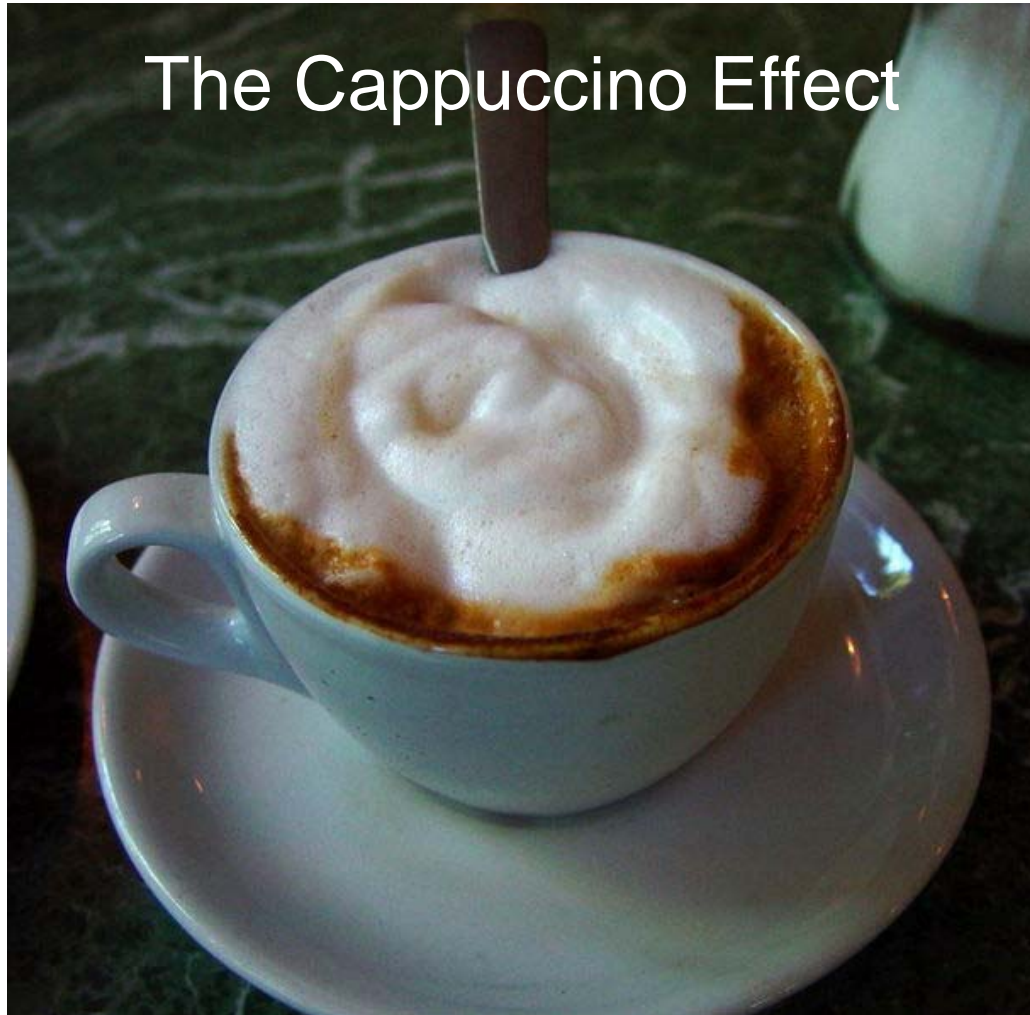
Issues



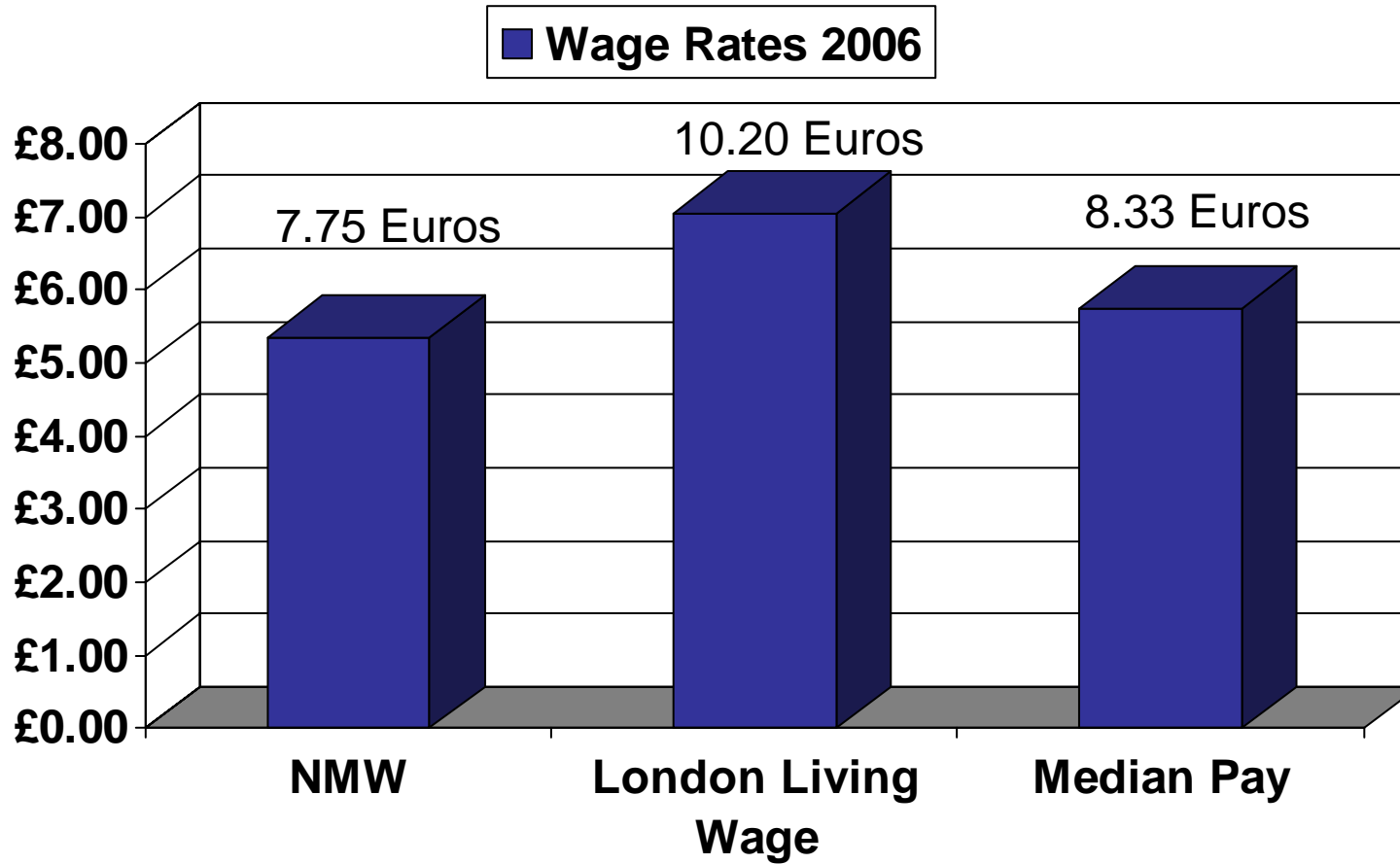
Issues



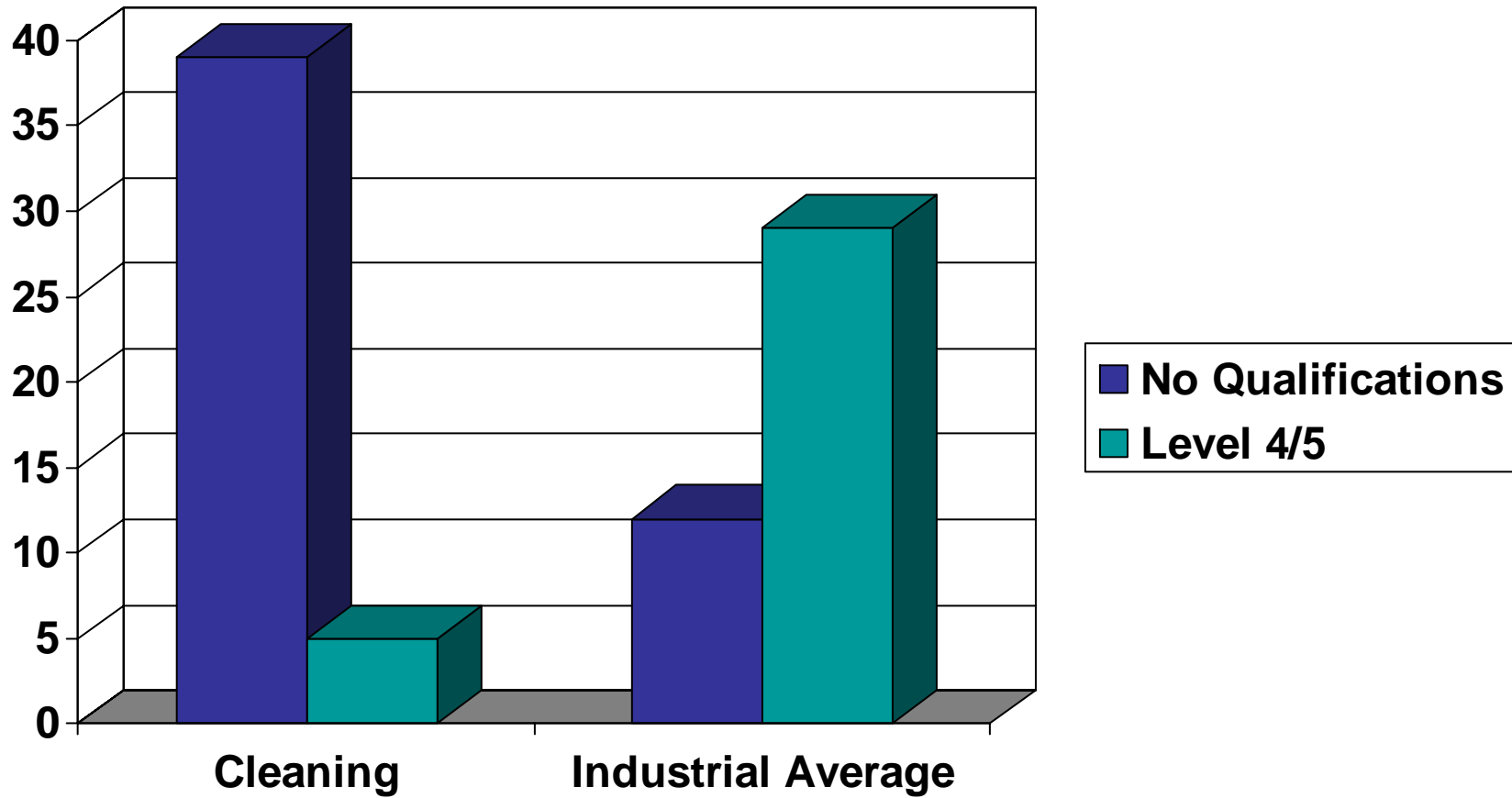
The Cappuccino Effect



Issues



Issues



Stakeholder Context



- CSSA
- 10 contractors have ca. 70% in London
- Major Clients
- TELCO – a community based organisation
- Employees
- Transport and General Workers Union

Case Study

Rentokil-Initial



- Client is Barclays Bank in Canary Wharf
- Work with TELCO
- 55 cleaners
- Improved pay and 28 days holiday
- After 6 months: 15 days sick pay and contributory pension
- “recruit and retain quality people”

Case Study

OCS



- Client is HSBC Bank in Canary Wharf
- Increased pay rates
- 10 days sick pay
- More daytime cleaning
- 20 out of 115 cleaners moved to other jobs
- Productivity gains

Case Study

Retail



- Marks and Spencer and Debenhams
- Shift of work to daytime
- Better productivity
- Longer hours means more attractive jobs
- New tasks – maintenance, stockroom
- “opens up a whole new labour pool”

Best Practices



- Why?
- Need to get out of the low cost – low price – low margin mentality
- Not a long term sustainable business
- Boost the value of our offering to clients
- Manage employment relations better
- Generate some better news stories

Best Practices



- What does it mean?
- Improvements in productivity
- Through training and investment in staff and equipment and management
- Leading to better value for clients – higher margins – better terms and conditions
- Make the industry attractive to young people making career choices, especially 14-19 year olds

Best Practices



- CSSA currently researching best practices across the cleaning industry and its clients
- Pathway Card – portable cv
- A long way to go, but...
- Looking to roll out an accreditation scheme in second half of 2007

Best Practice



- Company Structure and Principles
- Regulation
- Environmental Issues
- Health and safety
- Service Level Agreements
- Employment Practice
- Quality Management
- Customer Service

The Future



- Must move clients away from a price mentality. Consider the risks...
 - MRSA
 - Avian Flu
 - Security
- Must resolve current industrial relations issues
 - Partnership with TGWU

Questions?

