

JOB DESCRIPTION

JOB TITLE:	Cleaning Services Manager
BAND:	7
SALARY:	£43,742-£50,056
HOURS:	37.5
TYPE OF CONTRACT:	Permanent
DEPARTMENT:	Cleaning (Facilities)
SPECIALITY / DIVISION:	Estates and Facilities
RESPONSIBLE TO:	Associate Director of Estates & Facilities

JOB SUMMARY:

To manage and lead the cleaning department, to ensure delivery of a high quality, efficient and effective cleaning service across Trust premises, meets the requirements of the National Standards of Healthcare Cleanliness and those of the Trust. Responsible for the overall department performance within operational budgets, ensuring highest efficacy of the cleaning service and methodology used and that cleaning staff are engaged, motivated and competent in following cleaning procedures. Responsible for ensuring the department is managed in line with all relevant Infection Prevention and Control guidelines.

Ensuring cleaning resource is effectively planned, managed and deployed to meet the demands across the Trust and to achieve mandated cleaning frequencies. To ensure highest quality training is provided via the Training Manager to meet the needs of the team and the service, including all aspects of mandatory, vocational and developmental training. Responsible for ensuring all department staff receive timely appraisals and Health and Wellbeing conversation, with direct responsibility for appraisals, one-to-ones, training and development delegated through the hierarchy of the team and the relevant line managers at each level of the cleaning team structure.

To continually improve and innovate the cleaning service, taking into consideration best practice and benchmarking.

The post holder will work closely with key stakeholders including the Director for Infection Prevention and Control (DIPC) or nominated deputy, Infection Control lead, Chief Nurse (or nominated deputy), cleaning audit lead, matrons and wider organisation staff, to regularly review cleaning performance and working practices, maintaining the highest quality of cleaning and minimising infection risks.

MAIN DUTIES & RESPONSIBILITIES:

- Lead by example and display a leadership style that encourages and motivates staff to provide excellent cleaning services to the Trust
- Lead, manage and develop staff, supervisors and managers encouraging maximum involvement in the delivery of services to optimise their performance
- Lead and develop effective communication systems within cleaning, ensuring communication is two-way between managers, supervisors and cleaners. Utilise tools such as 'You Said, We Did' to feedback to cleaning staff where they have influenced actions
- Ensure delegated responsibility is employed across all tiers of the cleaning team structure and that colleagues at all levels are clear on their duties, responsibilities, deliverables and actions as defined within their job descriptions, taking ownership in their role and pride in their work and the workplace.
- Ensure, via managers and supervisors that cleaning staff requirements are managed appropriately, including bank staff requirement, to ensure sufficient staff are available to cover cleaning shifts to meet the cleaning requirements and frequencies within the National Standards of Healthcare Cleanliness
- Present requests for bank and temporary staff to Estates and Facilities ITR meeting for approval.
- Ensure the HealthRoster system is used effectively throughout the cleaning department, liaising with the Trust's e-rostering for amendments as required. Ensure the system is the single place for the recording of rosters, annual leave requests, records and sickness recording
- Ensure effective management of recruitment and retention of all cleaning staff in line with Trust policies and procedures
- Provide mentoring to the cleaning management and supervisory teams, to give leadership, guidance information, give support to help staff at all levels fulfil their roles and responsibilities
- Responsible for ensuring the department completes mandatory training and refresher training is completed before expiry of existing training. Ensure all new starters receive appropriate inductions, site familiarisation and mandatory training within 1 month of employment starting, Delegated via the cleaning services training manager.
- Responsible for the management of appraisals for all staff within the cleaning department, with delegation via managers and supervisors to ensure all staff receive an annual appraisal, and that a competency check has been completed prior to the appraisal

- Appraise the cleaning management team on an annual basis, reviewing performance, agree SMART objectives and personal development plans. Ensure objectives are in line with the departmental objectives
- Responsible for ensuring all staff within the cleaning department receive an annual Health and Wellbeing conversation, via delegated line managers and supervisors. . Complete a Health and Wellbeing conversation annually with cleaning management team, signposting staff to appropriate services where necessary
- Responsible for ensuring the department, delegated via line managers, completes all return to work interviews for staff returning from periods of sickness absence, ensuring that the reason for the sickness is accurately recorded, whether any support is required to enable the member of staff to return to work safely or reduce potential future sickness episodes and discuss patterns or trends in sickness absence
- Responsible for ensuring the department, delegated via line managers, completes all second formal sickness meetings with staff where attendance targets have been breached. Ensure meetings are appropriately documented and any agreed actions followed up
- Ensure the escalations of sickness cases for formal monitoring meetings as appropriate, in line with the departmental staff attendance escalation plan. Lead meetings as necessary and present formal cases as required
- Responsible for ensuring departmental annual leave and sickness records are maintained, using e-roster systems. Ensure reasons for sickness are recorded and records are kept accurate.
- Responsible for ensuring the department annual leave requests, and provision of sufficient staff are available to supervise the cleaning team across the site in line with departmental policies and procedures
- Analyse data to review trends in staff attendance, staff training requirements and cleaning performance to influence policy decisions and recruitment requirements
- Regularly attend Trust meetings, including Senior Matrons, Infection Control, Estates & Facilities ITR, Estates & Facilities monthly Board, including preparation and presentation of regular reporting to demonstrate compliance with governance, compliance and alignment with key performance indicators.. Attend, as required Trust Management Executive (TME) and E&F Performance Review Meetings (PRM) to update and present on cleaning services.
- Authorisation of timesheets/e-rostering system for cleaning managers, ensuring that cleaning managers are authorising supervisors and cleaning staff. Ensure that accurate information is submitted for payment.

- Budget holder for the Cleaning Cost Centre. Approve requisitions and invoices using the Trust's finance system, Unit 4, delegate where appropriate within Trust SFIs to cleaning service managers,
- Responsible for the management of the rectification process arising from cleaning audits to ensure they are completed within the required timescale, and that completion is recorded accurately
- Ensure all cleaning chemicals are handled, used and stored in compliance with COSHH regulations
- Ensure all activities within the cleaning department are risk assessed, and that the risk assessment are available for staff to access. Complete mitigations identified to reduce risk where possible. Review risk assessments annually
- Responsible for ensuring the availability of cleaning SOPs and relevant policies, including any additions or changes are communicated to the team, and that cleaning SOPs and relevant policies are updated and followed
- Liaise with the Infection Prevention and Control team as necessary on all relevant matters relating to cleaning services.
- Ensure that cleaning managers have responsibility for contract cleaners when engaged by the Trust to assist with cleaning duties to ensure they follow Trust policies and procedures and meet required standards. Ensure consistency of approach and alignment with Trust practice.
- Liaise with Estates and Facilities colleagues to ensure best practice, training, guidance, review and support is applied in all areas of cleaning that may sit outside of the cleaning department e.g. ensuring catering cleaning undertaken by catering staff applies the same rigorous high quality standards adopted by the cleaning team and as defined within Trust cleaning policies and procedures.
- Ensuring that all cleaning staff who may observe defects across the Trust physical estate in the course of their regular duties, relay faults back to the cleaning reception to allow reporting to the Estates helpdesk. Ensure that cleaning reception reports requirements on the Estates helpdesk system (Shire).
- Ensure that regular departmental meetings are occurring at senior management, supervisors and all staff (town square) levels. Ensure staff at all levels are apprised of changes or service interruptions that may impact cleaning services. Actively lead and participate in cleaning department meetings and/or delegate to managers and supervisors, ensuring action points are dealt with in an appropriate and timely manner
- Ensure good communication channels are setup within the cleaning department to enable two-way communication between cleaning staff and management at all times.
- To lead on service developments and to promote the cleaning functions to enhance the profile of the cleaning team

- Participate in surveys including annual staff survey and Making a Difference survey
- Speak to patients and visitors when required to respond to queries and complaints regarding the cleaning service. Respond either face-to-face, or in writing if appropriate
- Ensure the completion of Datix reports for accidents and incidents within the department
- Ensure complete investigations into Datix reports relating to cleaning, with any learning taken and that necessary improvements are put into place. Complete investigations within 28 days of initial report
- Ensure effective delegation through deputy cleaning manager, cleaning managers and supervisors at all times and to maintain high quality service delivery and management of all cleaning activities.
- Ensure robust systems and procedures are in place, regularly monitored for the effective financial management of the department including but not limited to, authorisation of additional expenditure, resource requirements, overtime, annual leave requests, annual leave cover, staff training etc.
- To ensure the department holds and maintains appropriate records of compliance for all aspects of cleaning service, including but not limited to curtain changes, cleaning of beds in corridors, remedial actions in response to audit failures, star ratings, staff training, staff inductions etc.
- To ensure that all cleaning equipment is stored, deployed and used correctly, that staff using equipment are trained appropriately on both the operation and pre and post equipment cleaning, replacement of pads, rollers etc. Liaising with the Estates team to ensure all cleaning equipment has in-date Portable Appliance Testing (PAT), where appropriate.
- To ensure that all cleaning stock is effectively managed at all locations i.e. within the cleaning department and within all cleaners cupboards. To ensure the effective use, ordering, distribution and replenishment of stock and that only appropriate and authorised staff within the department access and distribute stock.
- To seek regular feedback on cleaning performance and understand how and where training can underpin effective and high quality cleaning services, or where service improvements can enhance the cleanliness and infection prevention and control across the Trust estate.
- To prepare and maintain an annual cleaning work plan.
- To provide expert advice and support on matters of cleaning and cleaning standards to relevant teams, departments or divisions outside of the cleaning department where appropriate.

- To ensure customer facing and customer focused training for all cleaning staff at all levels. High standards of individual and team presentation and engagement are required.
- To coordinate with wider Trust subject matter experts (e.g. Health and Safety team, radiation protection lead) on requirements and delivery of specialist training and service delivery for cleaning colleagues in matters such as manual handling training, radiation protection etc.
- The need to be able to communicate with staff for whom English may be a second language or staff with a learning difficulties. Also the ability to coach staff where they have difficulty with written English. To recognise language and cultural differences and ensure these are reflected appropriately in training material, presentations and any other cleaning information to enable staff to consistently deliver high quality services.
- To continually monitor National guidance, legislation and best practice for cleaning standards, implementing updates where required and/or delegating actions via deputy, managers and the training manager.
- The post holder is required to maintain a good understanding of all relevant Trust policies and ensure that training given is in line with current policies.
- To provide subject matter expert input to the update of Trust policies and procedures
- To provide technical knowledge to the Estates and Facilities project team on cleaning related matters for patient environment refurbishments and/or new build projects.
- To assist wider Estates & Facilities colleagues with the annual regulatory submissions for Estates Returns Information Collection (ERIC), Premises Assurance Model (PAM) and Patient Led Assessments of the Care Environment (PLACE).
- To ensure that the requirements, recommendations and/or outcomes of annual submissions are referenced and actioned as appropriate within the cleaning department.
- To join and actively contribute to National and/or regional organisations for Facilities Management (e.g. the Institute of Workplace Management), regarding cleaning services.

POLICIES AND EXPECTED STANDARDS

The post holder is required to familiarise themselves with all Trust policies and procedures and to comply with these at all times. The Code of Expectations of Employees in particular set out what you as a post holder are required to follow at all times and you should study this carefully. Failure to comply with any of the Trust's policies may result in disciplinary action up to and including dismissal.

All staff must have an understanding of their responsibilities in relation to being accountable for knowing who is in and has access to their area of work. Staff must recognise the need to challenge appropriately and understand their duty of care relevant to their position within the organisation. Staff must be familiar with and understand the correct reporting process where there has been a potential breach.

OUR VALUES & BEHAVIOURS

All staff are required to adopt and follow the Trust values and behaviours at all times. Our values and behaviours are:



New staff will be presented with a leaflet outlining the values and behaviours expected of them at trust induction.

CONFIDENTIALITY & INFORMATION GOVERNANCE

All post holders must comply with all relevant legislation & Trust Policy with regards to Confidentiality & Information Governance, including the Data Protection Act (2018) ensuring that no information obtained through work is communicated to any persons other than those requiring it to complete their duties.

SAFEGUARDING ADULTS & CHILDREN

All Trust staff have a responsibility to safeguard adults & children which includes an understanding of the relevant Trust & Local Safeguarding Adults & Children's Board Policies.

HEALTH AND SAFETY

Employees must act at all times in line with relevant Trust Policies & the Health and Safety at Work Act (1974) to ensure a safe environment for patients, visitors and staff.

HEALTHCARE ASSOCIATED INFECTIONS (HCAIs)

All Employees are responsible for ensuring that:

- your practice so far as is reasonably practicable, protects patients, staff and other persons against risks of acquiring HCAIs;
- where patients present with an infection or acquire an infection during treatment, that they are identified promptly and managed according to good clinical practice to treat the infection and reduce the risk of transmission.
- you follow all Trust policies, procedures and processes to meet the duties set out in the NHS Hygiene Code and assist in their full compliance by all staff within your department.

HEALTH & WELLBEING

The Royal United Hospital is committed to promoting the Health & Wellbeing of its staff. The Trust is a smoke free site; smoking is not permitted anywhere in the grounds. The Trust has a Stress Management Policy, which staff should familiarise themselves with to ensure that they have adequate support for the management of their own, and their colleagues stress. The Trust has an onsite Employee Assistance Programme (EAP) which is available to all staff, offering support to staff & their families.

EQUALITY & DIVERSITY

The Trust values Diversity and actively works towards promoting Equality both in terms of its healthcare provision and within its current and potential workforce. It is the aim of the Trust to ensure that no job applicant or employee receives less favourable treatment

because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

PATIENT AND CARER EXPERIENCE

The Trust continuously aims to improve the experience of patients and carers using the RUH. All staff are expected to follow the guidance contained in the Patient Experience Strategy for the RUH;

The 3 main points to remember are:

- 1) Communicate clearly with people;
- 2) Involve patients and carers in their care and with the hospital;
- 3) Seek out and use patient and carer feedback in all services.

Also refer to the Carer Policy, Respect behaviours and references to improving experience contained in policy and guidance; all staff will be aware of Equality and Diversity and will assist with accommodating people with special needs. Your individual behaviour can make a significant difference to patient and carer experience.

FLEXIBILITY

This job description is intended to provide a broad outline of the main responsibilities only. The post holder is required to be flexible in developing their role in agreement with their designated manager. In addition they may be required by their manager to carry out any other duty commensurate with their banding and expertise.

DIMENSIONS

Line management of cleaning staff (250 WTE), 19 WTE supervisors and 2 WTE managers.
Budget holder for cleaning budget (£7m)

STRUCTURE CHART



ANNUAL LEAVE ENTITLEMENTS:

Length of Service	Annual leave and public holidays
On appointment	202.5 hours plus 60 hours (27 days + 8 days) pro rata for part time staff
After five years' service	217.5 hours plus 60 hours (29 days + 8 days) pro rata for part time staff
After 10 years' service	247.5 hours plus 60 hours (33 days + 8 days) pro rata for part time staff

NOTICE PERIODS:

Band	Notice Period
Band 1 – 3	4 weeks
Band 4	6 weeks
Band 5 – 6	8 weeks
Band 7 – 9	12 weeks

PERSON SPECIFICATION

CRITERIA REQUIRED	ESSENTIAL	DESIRABLE
<p>Qualifications & Training</p>	<p>Holder of British Institute for Cleaning Science Certificate</p> <p>Management Qualification: HND/BTEC/CMS/Diploma</p> <p>Level 4 Award in Education and Training.</p> <p>Degree level/ Post graduate Diploma in Management Studies or equivalent</p> <p>Record of continuous professional development</p> <p>Membership of the Institute of Workplace and Facilities Management (IWFM), or the Institute of Healthcare Engineering and Estate Management (IHEEM), or the Health Estates and Facilities Management Association (HEFMA), or equivalent.</p>	<p>NEBOSH Certificate</p> <p>IOSHH Certificate</p> <p>NHS Hotel Services Management Training Programme Certificate</p> <p>NVQ in Business Administration</p> <p>Recognised management qualification</p> <p>Management Qualification: HND/BTEC/CMS/Diploma</p> <p>NEBOSH Certificate in Occupational Safety & Health</p> <p>Internal Quality Auditor Certificate</p>
<p>Knowledge & Experience</p>	<p>Experienced in the delivery and supervision of cleaning services within an NHS acute setting.</p> <p>Experienced in the management and leadership of large cleaning workforce teams in an acute health setting.</p> <p>Knowledge of ISO 9001:2015 Quality Management Systems</p> <p>Demonstrable experience at senior management level engaging with wider organisational colleagues, regularly reporting and presenting at Trust committees. Ability to set, manage, monitor and deliver against key performance indicators (KPIs) specific to the service.</p>	<p>Knowledge and experience in management of hazardous substances and assessment techniques.</p>

	<p>Direct experience in auditing and rectification of failures specific to cleaning services.</p> <p>Developing and leading teams to deliver results.</p> <p>Demonstrable experience leading and managing teams within budget.</p>	
Values	<p>Values and respects others, treats everyone as an individual, is non-judgemental</p> <p>Motivated to be genuinely kind and caring</p> <p>Helps and co-operates with colleagues</p> <p>Pro-active and takes responsibility</p> <p>Willing to learn, open to change</p> <p>Motivated to make a difference in whatever way they can</p> <p>Takes pride in themselves, their appearance, their role and where they work.</p>	
Specific Skills	<p>Effective communication, presentation and interpersonal skills.</p> <p>Confident presenting and delivering training to individuals and groups.</p> <p>Being a subject matter expert on cleaning services, standards, policy and procedures.</p> <p>Able to increase individual effectiveness through motivation, communication, coaching and training.</p> <p>Able to analyse problems and identify solutions.</p> <p>Competent computer literacy skills.</p> <p>Ability to organise own workload and use own initiative to ensure</p>	

	<p>that all requirements of the job are met.</p> <p>Good computer skills and the ability to use them to enhance training and presentations.</p> <p>Strong interpersonal/relationship building skills.</p> <p>Good oral and written communication skills including the ability to present to varying levels throughout the organisation.</p> <p>A team player who can meet deadlines and work under pressure.</p> <p>Flexible approach to working hours.</p>	
<p>Physical Skills & Effort Emotional Effort</p>	<p>Previous experience managing large and diverse teams operating in a complex environment</p> <p>High emotional effort to work under pressure to tight deadlines whilst continuing to deliver results</p> <p>High emotional effort to respond effectively to changing demands</p> <p>Emotional effort when dealing with staff management issues</p> <p>Occasional exposure to very sick patients whilst conducting inspections, audits or surveys on wards</p> <p>Ability to provide emotional support to staff</p> <p>Ability to manage change without causing unnecessary adverse emotional reactions from staff</p> <p>Ability to respond appropriately to situations or people with very little or no notice</p>	

	<p>Required to frequently alternate between working at a desk or work station and periods working in service areas</p> <p>Required to represent the Trust to other organisations whilst attending courses or conferences.</p> <p>Ability to provide advice and support to different groups across the organisation.</p>	
<p>Requirements due to Working Environment</p>	<p>Occasional exposure to very sick patients whilst observing cleaning performance, visiting cleaning staff, inspecting cleanliness in wards and departments.</p> <p>Requirement to visit all departments and wards, clinical and non-clinical in the delivery and/or observation of cleaning practices.</p>	