

## Aligning cleaning provision with real school use

### OVERVIEW

**New Vision Trust operates several primary schools within the London Borough of Newham, serving large and diverse school communities across buildings with different layouts, ages and patterns of use.**

Juniper was asked to review cleaning provision across the Trust, with detailed operational analysis focused on Elmhurst and Nelson Primary Schools while also considering the wider estate including Gallions and Vicarage.

The objective was to reduce overall cleaning hours while maintaining standards, safeguarding staff wellbeing and protecting the learning environment.

*“ Our biggest concern was that any reduction in cleaning provision might come at the expense of standards. Clean, safe schools are non negotiable for us.*

*We needed to be confident that changes would protect the learning environment and continue to support both staff and pupils. ”*

**Shahed Ahmed**  
CEO of New Vision Trust



# THE SCHOOLS

## Elmhurst Primary School

A large, modern site made up of multiple single and two-storey buildings, including three dual-purpose halls used for sport and lunch service.

The school supports close to 1,000 pupils aged 3 to 11.



## Nelson Primary School

A complex three-storey school built in the 1920s, with additional standalone facilities including a dining and sports hall, library and SEN provision.

The site supports over 700 pupils aged 3 to 11 and experiences high daily footfall.



## Gallions Primary School

A modern single-storey primary school spread across a wide site with a mix of internal and external circulation areas.

The school serves around 460 pupils aged 3 to 11 and includes a dual-purpose hall used for both sport and dining. The layout of the site means cleaning teams manage a wide footprint each day, with multiple entrances and circulation points that experience varied levels of footfall across the school day.



## Vicarage Primary School

A two-storey school combining older buildings with more modern extensions. The site includes a dual-purpose hall used for dining and sport alongside a separate sports hall used throughout the school week.

Serving over 870 pupils aged 3 to 11, the building layout requires a coordinated approach to cleaning to ensure high-use spaces remain well maintained while supporting the wider operational needs of the school.



Together these four schools form the New Vision Trust estate covered within this review, each presenting different layouts, building ages and patterns of use that required a tailored approach to cleaning provision.

*“There is real value in working with a partner who knows our schools, our communities and our expectations, Juniper has built trust over time and that matters when you are responsible for safeguarding and wellbeing.”*

## THE CHALLENGE

While building use and operational priorities had evolved over time, cleaning routines had largely remained unchanged.

The Trust wanted to understand whether cleaning hours could be reduced and redeployed more effectively, without increasing pressure on staff or risking a decline in hygiene, presentation or compliance.

Maintaining continuity with a trusted partner was also a key consideration.

*“The confidence came from how thorough the process was, Juniper spent time in our schools, spoke directly with staff, and clearly understood how each site actually works day to day.”*

*The revised plans felt informed and practical, not theoretical.”*

*Shahed Ahmed*

## OUR APPROACH

Juniper carried out detailed, site-specific reviews in partnership with school leadership, cleaning supervisors, area managers and HR.

Time was spent on site at each school, observing how spaces were actually used and speaking directly with staff delivering the service. This allowed proposals to be shaped around reality rather than assumptions.

This approach gave the Trust confidence in the process.

Following these consultations, tailored proposals were developed for each site and presented to Trust leadership, headteachers and trustees.

A structured consultation period with cleaning teams ensured staff were supported, informed and involved throughout.







*“ What stood out was the transparency, The proposals were clearly explained, questions were welcomed, and nothing felt hidden or rushed. It felt like a genuine conversation about what would work best for our schools, not a sales pitch. ”*

*Shahed Ahmed*

## WHAT CHANGED

- Rather than a simple reduction in hours, the focus was on reshaping the service around real needs
- Cleaning frequencies were adjusted based on usage
- High traffic and high-risk areas such as toilets, halls and main circulation routes continued to receive daily attention, while lower-traffic areas were serviced less frequently where appropriate

## IMPACT SUMMARY ACROSS THE NEW VISION TRUST

Elmhurst Primary School	Gallions Primary School	Nelson Primary School	Vicarage Primary School
<p>Daytime cleaning was refocused on high-visibility areas such as toilets and halls, while lower priority tasks were moved to evening cleaning.</p> <p>The revised approach maintained standards while improving efficiency across a large, busy site serving close to 1,000 pupils.</p>	<p>Shift lengths were adjusted across the afternoon cleaning team, allowing the school to reduce overall cleaning hours.</p> <p>Still maintaining daily coverage of key areas including the hall and main circulation spaces.</p>	<p>Cleaning frequencies were redesigned around how the building is actually used.</p> <p>High-traffic areas continued to receive daily attention while lower-use areas were serviced less frequently.</p> <p>The changes delivered significant efficiency savings without increasing complaints or hygiene issues.</p>	<p>Cleaning shifts were streamlined and tasks reorganised to focus on the spaces used most frequently by pupils and staff.</p> <p>This included halls and sports areas, ensuring standards remained consistent while reducing overall hours.</p>
 <p><b>15 FEWER CLEANING HOURS</b></p>	 <p><b>5 FEWER CLEANING HOURS</b></p>	 <p><b>40 FEWER CLEANING HOURS</b></p>	 <p><b>5 FEWER CLEANING HOURS</b></p>

Across the four schools, Juniper reduced cleaning hours while maintaining standards and supporting the Trust to deliver a more efficient and sustainable service model.

*“ This project showed what is possible when you treat providers as partners rather than suppliers.*

*Other trusts facing similar pressures could benefit hugely from this kind of open, solutions focused approach ”*

*Shahed Ahmed*

## PEOPLE, PARTNERSHIP AND LONG-TERM VALUE

Beyond the operational changes, the Trust has seen wider organisational benefits.

*“The process strengthened relationships across the Trust,” said Shahed Ahmed. “Staff felt listened to, cleaning teams felt respected, and there is now a clearer shared understanding of priorities across sites. That kind of collaboration has long term value.”*

The move to a longer-term agreement has also supported stability and forward planning.

*“The three year agreement gives us stability at a time when budgets and pressures are constantly shifting.*

*It allows us to plan with confidence rather than revisiting contracts every year, and that benefits both leadership teams and operational staff.”*

## CONCLUSION

This case study demonstrates how Juniper works alongside schools and trusts as a genuine partner, not simply a service provider.

By aligning cleaning provision with how buildings are genuinely used, and by involving people at every stage of the process, **Juniper helped New Vision Trust maintain clean, safe and welcoming environments while creating a more focused and sustainable service model.**

New Vision Trust case study

