

# The National Gallery

DOC  
CLEANING

## A Heritage of Partnership

DOC Cleaning has proudly worked with the National Gallery for over 50 years, a relationship we regard as our flagship contract.

In the 1970s and 1980s, government cleaning contracts were overseen by the Public Service Agency, during which time DOC carried out a range of recurring “jobbing works” across several iconic sites, including the National Gallery, the Houses of Parliament, Buckingham Palace, Kensington Palace, the British Museum, the Tate and the Victoria and Albert Museum.

In 1991, we were formally awarded our first dedicated cleaning contract for the National Gallery following a competitive tender process. This marked a significant milestone in our relationship and set the stage for a more structured, long-term partnership. In the decades since, our approach has remained collaborative and adaptable, with a continued focus on high standards and the cultural importance of this prestigious institution.

## Our Role Today

The National Gallery is home to one of the world’s greatest collections of Western European art and welcomes over six million visitors annually across 361 days of public opening. With more than 300 permanent staff and millions of guests flowing through its corridors, the cleaning requirements are complex and constantly evolving.

Our mission is to meet those challenges head-on, preserving cleanliness, safety and visitor experience. Operating daily from 0600 to 2200, our 38-strong team delivers a broad range of services including internal and external cleaning, portage, waste management and event support. We are proud to be the only contractor authorised to access the galleries unaccompanied outside public hours - a clear reflection of the trust we’ve built over time.

DOC Cleaning founded by Bob Andrews. Began supporting National Gallery (NG) cleaning alongside in-house staff.

Successful in all NG re-tenders from 1995 to present.

High-level cleaning services added to the NG contract.

First Mile appointed to aid NG’s Carbon Management Plan. Established Special Events Team for NG’s commercial programme. Contract restructured to support Real Living Wage for all employees.

DOC and NG maintain limited cleaning service during the COVID-19 pandemic.

Implemented chemical-free cleaning and step-on vacuums for gallery spaces. Contributed to NG200 planning (including the Sainsbury Wing). Supported NG200 events. Kevan Stewart retired; Juliano appointed Site Manager.

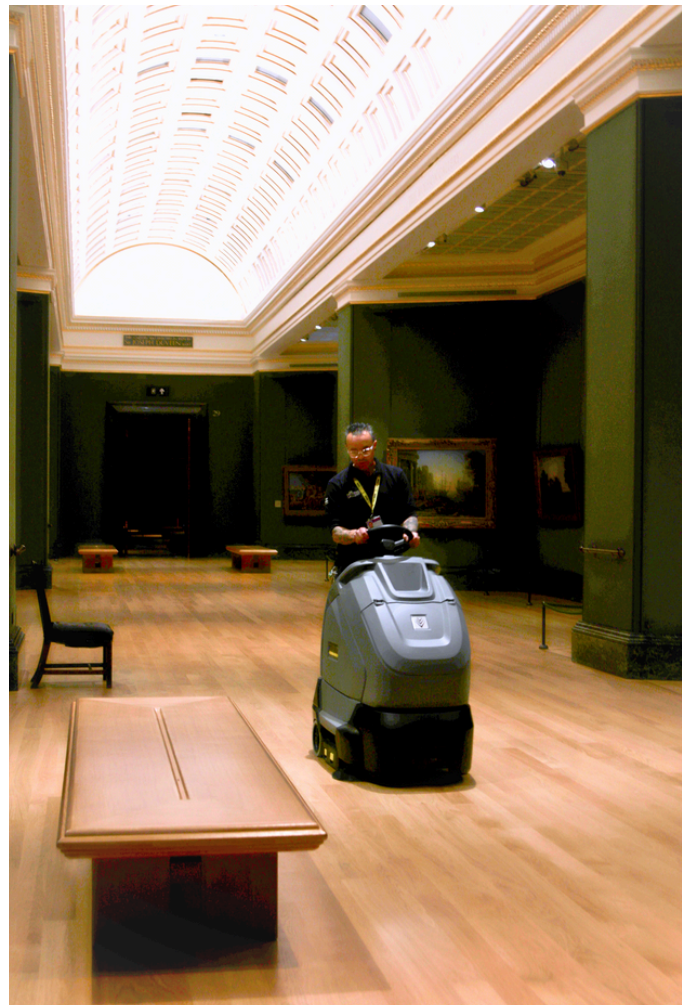


## Innovation & Efficiency

We continually invest in innovation to enhance service quality, improve efficiency and support the National Gallery's sustainability ambitions through our heritage-focused ESG discussions. Our partnership has seen the introduction of chemical-free aqueous ozone systems, reducing reliance on traditional cleaning agents while maintaining hygiene standards appropriate for heritage settings. This eco-friendly approach contributes to both cost savings and environmental responsibility.

We've also deployed advanced equipment to streamline operations, including Tomcat scrubbers and Kärcher step-on vacuums for improved coverage and operator comfort. In the Gallery's public washrooms, TAQT digital monitoring units help us evidence cleaning schedules, reduce paper use and promote transparency with visitors. These technologies support our Beyond Cleaning sustainability strategy - a shared commitment to innovation and the overall visitor experience.

Our Beyond Cleaning strategy underpins every aspect of our work with the Gallery and shapes the way we work with all clients.



## Value for Money

DOC Cleaning delivers long-term value for the National Gallery through both cost-effective delivery and intelligent innovation. We continually identify ways to enhance efficiency, streamline labour and reduce consumption without compromising quality. Our investments in cleaning technologies and digital reporting tools are made with the client's operational needs and budgets in mind.

For example, the deployment of aqueous ozone systems has eliminated the need for costly chemicals, while digital TAQT units provide real-time visibility of cleaning performance in public washrooms, reducing complaints and enabling data-driven planning.

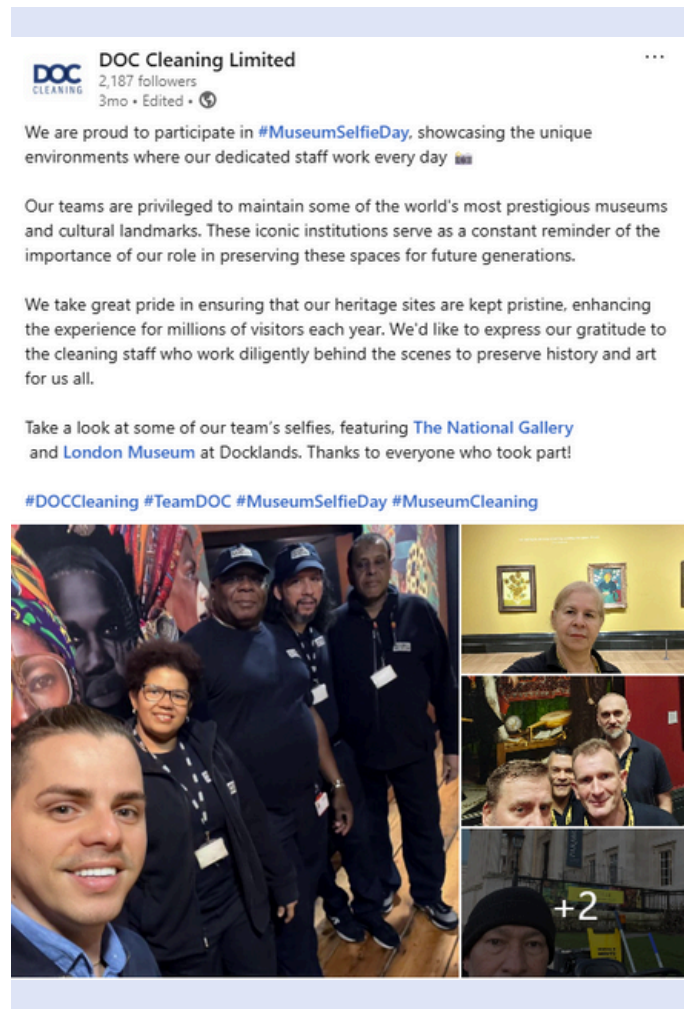
The National Gallery recognises that value extends beyond price. Our contribution and expertise in specialist cleaning procedures support long-term asset preservation, enhance visitor satisfaction and reflect a shared commitment to efficiency and sustainability. Through this partnership, the Gallery secures measurable value for money by aligning exceptional standards with cost-effective delivery.



## Communication & Collaboration

At the core of our relationship with the National Gallery is a foundation of open communication and mutual respect. We maintain regular contact with Gallery stakeholders through daily site engagement, scheduled contract reviews and open forums for two-way feedback. Regular team briefings, collaborative planning and structured review meetings help us remain closely attuned to operational needs and evolving site requirements. We take pride in creating an inclusive environment where every team member feels heard and valued, with the Gallery fully informed and involved in decision-making.

Beyond day-to-day communication, we also engage with our teams to encourage involvement in broader social impact initiatives. Throughout the year, we promote volunteering opportunities and support participation in themed awareness days. One example was Museum Selfie Day 2024, when our National Gallery cleaning team proudly took and shared selfies showcasing their workplace. These were shared with our wider online audience, celebrating not only their pride in their roles but also their connection to one of the country's most iconic cultural spaces.



## Testimonial



As The National Gallery celebrates a new and exciting chapter in its history, we are delighted that DOC Cleaning remain our collaborative partner. We share a passion for continuous improvement and always strive to enhance the visitor experience for all.

DOC Cleaning work closely together with us to provide the highest levels of service whilst also adapting to the ever-evolving landscape of life at the Gallery.

Through their innovative changes and modern sustainable methods, we know that we have partner in whom we can trust as one of the faces of The Gallery.

**Charlotte Newton**  
Senior Operations Manager  
The National Gallery



## Customisation & Flexibility

The National Gallery presents a highly specialised environment where no two days are the same.

From early morning cleans to high-profile, late-night events, our service is constantly tailored to match the Gallery's unique operational rhythm. We have developed a bespoke training and induction programme to prepare new team members for the sensitivity and precision required when working in a space that houses priceless artworks and receives over six million visitors annually.

Our cleaning practices are carefully aligned with conservation requirements, including non-abrasive methods and minimal water use. We adapt working schedules around temporary exhibitions, special events, and periods of building works - such as the ongoing NG200 redevelopment - ensuring flexibility without compromising standards.

During the early consultation phase of this £25 million project, we were invited to contribute our insights to support visitor experience and operational continuity, reaffirming our position as a trusted, adaptable partner.

## Quality of Service

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Delivering consistently high-quality service is a core expectation at the National Gallery and one we meet without compromise. Our operatives understand the weight of responsibility that comes with working in a heritage environment where cleanliness directly supports visitor experience and the preservation of a globally significant collection.

Our team receives specialist training to operate within the Gallery's sensitive spaces, combining attention to detail with discretion and professionalism. We take pride in the fact that our performance standards have helped define expectations not just at the National Gallery, but across the wider heritage and cultural sector.

In recognition of our contribution, we received the "Partners in Cleaning (Public Sector)" title at the 2021 PFM Awards – a reflection of the Gallery's satisfaction and our own commitment to excellence. Every interaction and every clean is a reflection of the shared values between DOC and the Gallery, and a visible expression of our high service standards. Our goal is not only to meet expectations, but to continuously exceed them, through progress, care and innovation.

## Reliability & Trust

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The longevity of our partnership with the National Gallery is underpinned by a record of reliability and mutual trust built over decades. The Gallery knows it can depend on DOC Cleaning to deliver, not only on service but also on judgement, discretion and resilience.

Our presence has remained constant through major institutional changes - including the Gallery's NG200 redevelopment, the COVID-19 pandemic and multiple leadership transitions. We were proud to play an instrumental role in the early consultation phase of the £25 million NG200 project, contributing insights to help shape cleanliness standards and visitor experience during a time of major transformation.

This trust was further reinforced in 2024, when we were successfully reappointed following a competitive tender process. The remobilisation event was attended by the Gallery's Director, Dr. Gabriele Finaldi, and Senior Operations Manager, Charlotte Newton, who - alongside our Director of People & Culture, Jane Malone, and Contracts Manager, Juliano Rocha - distributed welcome packs, reflecting the mutual confidence and shared goals that continue to define our partnership.





## Problem-solving & Responsiveness

Responsiveness is a core strength of our on-site team and management structure. Whether adjusting to last-minute event changes or reacting to unforeseen incidents, we pride ourselves on swift and thoughtful responses that minimise disruption and maintain standards.

Our proximity to Gallery decision-makers and the autonomy of our on-site leadership team enable us to respond in real time and with full understanding of site sensitivities. During busy public exhibitions or periods of renovation, we are on hand to reallocate resources, adjust rotas and escalate cleaning where needed.

One key example was our handling of the leadership transition in 2024. Our long-serving Site Manager, Kevan, who had worked at the Gallery for 34 years, retired - a significant moment could have caused operational strain. Instead, the Gallery placed full confidence in our ability to manage the change internally. The transition was jointly planned and communicated, ensuring continuity and minimal disruption to day-to-day operations. This trust is the product of years of transparent dialogue and dependable problem-solving.



## Beyond Cleaning Awards

In October 2024, we hosted our annual Beyond Cleaning conference and awards ceremony to reflect on our progress and celebrate the teams and individuals who help DOC thrive.

Kevan received the Roger Odle Lifetime Award in recognition of his outstanding service and the legacy he has built over 34 years with DOC Cleaning at the National Gallery, where he has made a lasting impact and inspired many.



Pictured left to right: **Danny Andrews**, Joint Chairman, **Bob Andrews**, Founder of DOC, **Steve Van Dyke**, Head of Buildings & Facilities at the Gallery, **Lee Andrews**, Joint Chairman.

## Long-term Relationship

Our relationship with the National Gallery is woven into the history of DOC Cleaning, with each member of the Andrews family starting their career at the site.

As our first formal client contract, it has shaped our approach to heritage cleaning and guided our growth across the UK. This partnership has opened doors to other iconic institutions, including the Royal Albert Hall, Royal Academy of Music and Royal Opera House. Yet the National Gallery remains our most enduring collaboration - one built on shared purpose, trust and a passion for excellence.

Over more than five decades, we have adapted to evolving expectations, supported major exhibitions, and maintained continuity through periods of change and redevelopment. In recognition of our unique partnership, we chose the Gallery as the venue for DOC Cleaning's 50th anniversary celebration - a fitting tribute to the journey we have shared and the values we carry forward.

Together, we continue to raise the bar for what a client-contractor relationship can achieve in the cultural sector.

25 March 2024  
Via e-mail

Tender Evaluation Notification – DOC

**The National Gallery: Provision of Cleaning, Portage and Pest Control Services**

I am pleased to inform you that the Gallery has made the provisional decision to select your company for this contract.

You will be contacted shortly, via the Delta system, to make arrangement for the commencement of the contract. We look forward to working with you in the future.

Yours sincerely



Catherine Tomlinson  
Procurement and Contracts Manager  
The National Gallery

The National Gallery, Trafalgar Square, London, WC2N 5DN

## Testimonial



It's very hard to be customer facing if you're cleaning because it's a manual job, but we realise we're often the first point of contact for visitors, and we want to protect the brand and enhance it wherever we can.

The recent contract win was celebrated on both sides - included in both our own newsletter and the National Gallery's communications, which shows how pleased everyone was.

I came to the National Gallery with my father, Bob Andrews (Founder of DOC Cleaning) when I was 11, so you could say I've grown up with this contract. This was our very first contract and it would break my heart if we ever lost it.

**Lee Andrews**  
Joint Chairman  
DOC Cleaning



## About DOC Cleaning

DOC Cleaning is a family-owned business with over 50 years of experience delivering professional cleaning services, with a portfolio spanning cultural landmarks, corporate headquarters and commercial spaces across the UK. As we continue to grow, we remain committed to building trusted partnerships, investing in our people and innovating for a cleaner, more sustainable future.

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