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**W**e commenced contract operations at this site on 1st July 2013. Our Operations Manager, Gary Broadhurst, was appointed as the Project Manager. Gary was supported by Del Simpson (Operations Director) and Ian Forrest (Director)

West Herts College is a three campus college, educating 12,000 students, with campuses in Watford, Hemel Hempstead and Kings Langley. The contract value approaches £500,000 per annum.

The Watford campus is the largest and most prestigious site having opened in September 2010. Meetings with the client prior to contract commencement elicited the following key facts:

- There was a genuine desire to forge a partnership.
- There were concerns about the ongoing contract management of the contract and the level of support being provided to onsite staff.
- Cleaning shifts were not always aligned at each of the three campuses. Hemel Hempstead was mainly cleaned early in the morning (with some daytime presence), Watford had both overnight and daytime shifts and Kings Langley was cleaned in the late evening.
- There was tension between the day shift and the night shift at Watford, with each tending to blame the other for service delivery shortcomings.
- There were vacancies in the Watford team.

## CASE STUDY

# WEST HERTS COLLEGE

HEMEL HEMPSTEAD AND KINGS LANGLEY

THE SCIENCE OF CLEANING,  
THE ART OF CARING

**T**he project management phase ran from June 2013 to October 2013. The following actions were undertaken:

## PRE 01/07/13

- Several client meetings were held prior to 1st July.
- Discussions were held with the incumbent Contract Manager who was vague about the likelihood of transfer to Hayward Services.
- The TUPE process was managed very closely to ensure as smooth a transition as possible. Our Operations Manager and Director held a number of meetings with employees at each of the campuses, both to reassure existing operatives and to assess the labour resource requirement for day one.
- A recruitment campaign was commenced for Watford prior to the start of contract operations, because there were pre-existing vacancies in the team.
- A large allocation of equipment and materials was delivered to each of the sites prior to contract commencement. This was done under the supervision of our project management team.
- Site surveys were conducted at each of the three campuses to assess current standards and allow the senior management team to familiarise themselves with the sites.

## POST 01/07/13

- Our Operations Director, Director, Managing Director and Operations Manager were all deployed in the first week to carry out operative inductions across the various cleaning shifts at each of the three campuses.
- At the last minute the incumbent Contract Manager indicated that he would not transfer employment. Our Operations Manager acted as the Contract Manager for first two months of the contract. A recruitment process was undertaken by the project management team and an experienced and capable Contract Manager appointed at the end of August 2013 (still in post today).
- New machinery and techniques such as a ride on scrubber dryer, in line burnishing machines and dry fibre carpet shampooing were introduced at Watford and operatives trained accordingly (including manufacturer training for scrubber dryer).

- In order to overcome the tension between the day shift and night shift at Watford campus, shift times were moved slightly so that there is a face to face handover from the Night Supervisor to the Day Supervisor. This has improved operational efficiency and encouraged a sense of team.
- At each of the three campuses, operatives were working different shift times. So, for example, at the Hemel Hempstead campus, the main clean was taking place from 04:00 – 08:00. However, some operatives were working 04:00 – 06:00, others 05:00 – 07:00 and some a full four hour shift. The most efficient cleaning structure is to have all operatives working the same shift time and we progressively moved toward this. This was achieved via negotiation and natural waste.
- Summer periodic cleans were successfully instigated and completed at all three campuses.
- DBS and identity checks were commenced at all three campuses. In the period from July to September eight operatives left the Watford campus because they were unable or unwilling to provide appropriate documentary evidence of identity. This meant that a large number of new operatives had to be recruited and trained. This was accomplished without any break in continuity of service.
- A carpet spot cleaning regime has been established. During our tender site visits and on subsequent visits to site we noticed that there were a large number of unsightly stains on carpets across the campus, particularly near vending machines/catering facilities. We have introduced the daily use of a small wet extraction machine by the dayshift to tackle this problem. Coffee or tea stains are always more likely to be successfully removed if tackled immediately. We have already received favourable comments regarding the impact of this routine.
- Daily supervisor inspections were commenced at Watford campus.
- Monthly inspections with the Contract Manager and the client have been introduced. The Operations Director attends a monthly meeting with the client to promote a partnership environment and ensure that the senior management team are in touch with the intricacies of the operation.



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## ONGOING CONTRACT OPERATIONS

The Project Manager completed the handover to our operations team in October 2013. This handover included client meetings with our Operations Director and our Managing Director, Stuart Walker.

The College cleaning service is a complex and busy operation. Our Contract Manager continues to work with the client on a daily basis to tweak specification and service to meet changing needs:

- The shift time at the Hemel Hempstead has been moved to an evening clean, bringing it in line with the Watford and Kings Langley shifts. This makes it easier for the Contract Manager to effectively manage the operatives at all three campuses. It has also simplified access / alarm arrangements.
- There is a seven day operation at Watford campus and we continue to refine the service as the campus becomes increasingly busy at the weekends.
- In October and December 2013 we carried out a very successful high clean and window clean at all three campuses. This is a particularly complex operation at Watford campus, requiring the use of Hinowa spiders in order to tackle very high atriums. Our client made particular comment about the access equipment used and how the results compared favourably with previous high cleans. This high clean and window clean is now carried out annually.
- Our Operations Manager provides managerial cover when the Contract Manager is on holiday. This is useful because it again helps to keep the senior management team in touch with the daily cleaning operation. Because the Operations Manager was the primary point of contact during the project management phase, this also provides continuity of service to the College.
- We were able to implement a zero increment in contract charge for 2014 – 2015 by eliminating wasteful practices such as operatives working unsupervised and without sufficient monitoring.
- During 2015 it became apparent that the needs of the Watford Campus were changing, with increasing use of the facilities during the early evening. Our Contract Manager reorganised the cleaning shifts for the daytime

operatives at this Campus (there are six full time daytime operatives). This has allowed us to increase the labour resource available during the critical 16:00 – 18:00 time without any additional charge to the College.

- In response to the introduction of the National Living Wage (NLW) in April 2016 we have worked in partnership to deliver contract efficiencies to mitigate the financial impact.

The cleaning team at site, under the guidance of the Contract Manager and our Operations Director, continue to deliver a proactive, flexible and responsive cleaning service that delivers the highest standards and offers best value within a partnership environment. The Operations Director attends a monthly meeting with the client, Hertfordshire County Council representatives and the Hayward Contract Manager, ensuring that the senior management team are very much in touch with contract operations.

In 2017, the monitoring officer made the following comments:

**“I HAVE WORKED WITH WEST HERTS COLLEGE FOR OVER 25 YEARS AND TENDERED THE CLEANING CONTRACT 5 TIMES. HAYWARD SERVICES ARE BY FAR THE BEST CONTRACTOR AND HAVE ACHIEVED THE HIGHEST STANDARDS OF ALL THE CONTRACTORS THAT HAVE HELD THE COLLEGE CONTRACT. THEY ARE PROFESSIONAL, FLEXIBLE AND HAVE A STRONG MANAGEMENT STRUCTURE. I HIGHLY RECOMMEND THEM AS A CONTRACTOR TO CLEAN BOTH COLLEGES AND SCHOOLS DUE TO THEIR VAST EXPERIENCE.”**

Lynn Matthews, Senior Contract Support Officer, Hertfordshire Contract Management Services.

In 2018, in recognition of the above, the contract was extended for a further two years, taking the partnership through to 2020.



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